

# FIRE AUTHORITY



**Date: Thursday, 15 June 2023**

**14:00hr**

**Red Kite Room**

**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## AGENDA

**Open to Public and Press**

1. **Election of Chair**  
*verbal item*
2. **Appointment of Vice Chair**  
*verbal item*
3. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccc-conduct-code>
4. **Minutes of the Fire Authority meeting held 10th February 2023 and Action Log** 5 - 18
5. **Chair's announcements**  
*verbal item*
6. **Review of Integrated Risk Management Plan Performance** 19 - 36
7. **Final Revenue and Capital Budget Position 2022-23** 37 - 46

8.	Pay Policy Statement 2023-24 - Update	47 - 56
9.	Independent Remuneration Panel Report on Members' Allowances	57 - 92
10.	Proposed changes to Fire Authority Constitutional documents	93 - 114
11.	Appointments to Committees and Outside Bodies	115 - 120
12.	Appointment of Chairs and Vice Chairs: (i) Policy & Resources Committee; (ii) Overview & Scrutiny Committee	
13.	Public minutes of the Policy and Resources Committee meeting held 31st January and 26th April 2023	121 - 136
14.	Minutes of the Overview & Scrutiny Committee held 20th April 2023	137 - 142

The Fire Authority comprises the following members:

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

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

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

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

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

<https://www.cambsfire.gov.uk/fire-authority/meetings/>

Councillor Edna Murphy (Chair) Councillor Andrew Bond Councillor Mohammed Jamil  
Councillor David Over and Councillor Scott Warren Councillor Simon Bywater Councillor

Douglas Dew Councillor Ian Gardener Councillor Bryony Goodliffe Councillor Ros Hathorn  
Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Catherine Rae  
Councillor Kevin Reynolds Councillor Philippa Slatter Councillor Mandy Smith and  
Councillor Simone Taylor

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## Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 10<sup>th</sup> February 2023

Time: 2:00-2.45pm

Venue: New Shire Hall, Alconbury Weald

Present: Cambridgeshire County Council:

Councillors: D Dew, I Gardener, B Goodliffe, J Gowing, S Kindersley, M McGuire, E Murphy (Chair), C Rae, K Reynolds, P Slatter, M Smith, S Taylor

Peterborough City Council:

Councillors: A Bond, M Jamil (Vice Chair), D Over and S Warren

Officers present: J Anderson, D Cave, S Ismail, S Smith, C Strickland and M Warren

There was a minute's silence for Scottish Fire and Rescue Service Firefighter Barry Martin who tragically lost his life after attending a fire in Edinburgh. The Chair said that the thoughts of Cambridgeshire Fire and Rescue Service were with the family and colleagues of Mr Martin at this sad time.

### 62. Apologies for absence and declarations of Interest

Apologies for absence were presented on behalf of Councillor Bywater.

There were no declarations of interest.

### 63. Minutes of the Fire Authority meeting held 3<sup>rd</sup> November 2022

The minutes of the Fire Authority meeting held 3<sup>rd</sup> November 2022 were agreed as a correct record.

### 64. Chair's Announcements

Appended.

The Chair's announcements included the recent appointment of County Councillor Doug Dew to the Fire Authority. With the Fire Authority's consent, the Chair agreed to add an item to the end of the agenda to appoint Councillor Dew to various Committees.

Councillor Kindersley advised that at the Cambridgeshire Apprenticeship Awards 2023 earlier in the week, Michael Burrell of CFRS was named as Cambridgeshire Apprentice of the Year. Councillor Kindersley commented that this was a great honour, and Michael was a credit to himself and the Service as a whole. Members of the Fire Authority passed on their congratulations to Michael.

## 65. Fire Authority Budget 2023-24 and Treasury Management Strategy Statement 2023-24

Members considered a report which presented the Fire Authority budget and precept for 2023-24, and the Treasury Management Statement for the same period. The budget had been presented to the Policy and Resources Committee in December 2022, and then to both Overview and Scrutiny and Policy and Resources Committees in January 2023. Both Committees had endorsed the proposed budget and the associated precept increase, with no changes suggested.

The Fire Brigades Union (FBU) had recently suspended strike action nationally whilst an improved pay awards of 7% (2022-23) and 5% (2023-24) were being considered by the FBU membership. However, as those 7% and 5% increases were beyond what had been identified for pay increases in the Budget presented.

At the recent Policy and Resources Committee, Reserves had been discussed, and Members had been made aware that if Reserves were required for other purposes, any planned service improvements would need to be curtailed. This was likely to be the case if the 7% and 5% pay increases went ahead. Whilst not problematic in the short term, this was potentially an issue going forward, if investments were required in the Service. If that transpired, Business Continuity planning would need to be reviewed.

The Treasury Management Statement set out the borrowing and investments required to ensure good cashflow. This needed to stay quite flexible, as currently the rate of return available on investments was around 4-5% annually, whereas inflation was higher, so there were currently diminishing returns to investments. As a result there was a preference to using cash rather than keeping money on deposit. This may change as the wider economic situation changes.

In response to a query about the new Holmatro rescue equipment, it was confirmed that the cost was £27K per set, which was an increase to previous kit costs, but these were battery operated.

The Chief Fire Officer outlined the current negotiations between the National Joint Council and FBU National Executive. Along with the Chair, he had attended the most recent consultation meeting. The view expressed by the Chair of the National Fire Chiefs Council Finance Committee was that the significant majority of Fire and Rescue Services could not afford more than the original 5% and 4% pay awards proposed, and there was surprise when the 7% and 5% increases had been put forward. Given that Cambridgeshire and Peterborough were experiencing considerable population growth, this would constrain resources. Discussions would need to take place with the relevant government department about how these pay awards would impact on next year's grant settlements, and the precept ceiling going forward.

A Member queried the various Reserves referred to in the budget book. It was noted that the Operational Firefighter Reserve was the amount set aside to smooth out peaks and troughs, so that the right level of establishment of firefighters could be managed. The Finance Business Continuity Reserve of £1M, from revenue savings in 2021/22, had specifically been set aside for the pay award, and this would almost certainly be spent. It was confirmed that this was enough to fund the 7% pay award for the current year if this was agreed. In terms of 2023-24, there would be a knock-on effect of £460K of the 2022-23 pay award, and this was the gap that needed to be filled. In conclusion,

there was currently sufficient funding in General Reserves to fund the pay rise for one year, but this left little flexibility elsewhere.

A Member observed that December's Policy and Resources Committee had been happy to support the balanced budget and associated precept presented to that meeting, which was effectively for one year only because of the change in the precept allowance. However, concerns had been expressed at that meeting regarding inflation. Officers had given reassurance that there was some "rainy day" money if "Plan B" needed to be progressed. It now appeared that most of that contingency would be used on the increased pay award, and the Member asked if there was a "Plan C"? Officers confirmed that this would be through the Business Continuity planning, to identify where savings could be made in the worst case. Any such changes would be brought back to Members for agreement.

In terms of consultation, it was noted that a number of news releases had been published, and the public had been asked for their comments. Senior officers had participated in interviews, all of which had been positively received, albeit with little public feedback.

It was resolved unanimously to:

1. approve the budget book attached at Appendix 1 and endorse the recommendations detailed on Page 17 within it:

- (i) that approval is given to a Fire Authority budget (as detailed in Appendix 1) to the requirement of £33,671,520;
- (ii) that approval is given to a recommended Fire Authority precept for Tax from District Authorities and Peterborough City Authority of £24,136,692;
- (iii) 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 (302,011):

Band	2022/23	Authority Tax	2023/24	Band	2022/23	Authority Tax	2023/24
A	£49.98	+£3.30	£53.28	E	£91.63	+£6.05	£97.68
B	£58.31	+£3.85	£62.16	F	£108.29	+£7.15	£115.44
C	£66.64	+£4.40	£71.04	G	£124.95	+£8.25	£133.20
D	£74.97	+£4.95	£79.92	H	£149.94	+£9.90	£159.84

- (iv) that approval is given to the Capital Programme detailed in Appendix 2;
- (v) approve the Treasury Management Strategy Statement at Appendix 2.

## 66. Draft Pay Policy Statement 2023-24

Members considered a report on the Pay Policy Statement for 2023-24, in line with the duty under the Localism Act 2011 for Fire Authorities to produce Pay Policy Statements.

In addition to meeting the relevant legal requirements, the Statement clearly set out the Authority's position, and highlighted the comparison between its remuneration for Principal Officers, compared to the lowest paid and median employees.

A Member noted that the highest paid member of staff received £153,828 per annum, compared to the lowest paid who received £20,258 (full time equivalent) per annum. She asked how many employees were paid £20,258 pa? It was agreed that this information would be circulated to Members. **Action required: Deputy Chief Executive Officer.**

It was resolved unanimously to:

approve the draft Pay Policy Statement attached at Appendix 1.

## 67. P126 Project – Update on relocation of Huntingdon Fire Station and Service Training Centre

Members were updated on the work undertaken by CFRS in relation to the relocation of Huntingdon Fire Station and Service Training Centre to St John's, Percy Road, Huntingdon.

Most Fire Authority Members had undertaken a visit to the new Fire Station and Training Centre that morning. The Service was very proud of what had been achieved at the new site, and the facilities had received a lot of positive feedback, both within and outside of the Service. Special mention was made of those staff involved in the project, especially Jodie Housego, Simon Thompson and Stocker Standen.

Members were advised that the build had taken place throughout 2021 and 2022. Both of the main contractors, Artisan and Crofton Engineering, had worked very diligently and kept to schedule in a period that saw unprecedented impacts from the pandemic, and adverse economic conditions including a global market collapse in the availability of raw materials, such as steel, fuelled by the war in Ukraine. Members were reminded of other challenges during the project, such as the archaeological survey discovering a Roman settlement, and issues with the upgrade required to the sprinkler system.

The total spend for the training facilities came in over budget by £114,726, mainly due to increased costs of build materials, particularly steel, as well as fabrication cost increases. Crofton Engineering had been proactive in purchasing as much as they could physically store in advance of price increases.

It was noted that the project would be independently assessed.

A number of Members spoke very favourably on the project, having visited the site, and said they had been impressed with presentations from key staff involved, and the way in which staff had expertly dealt with their queries. A Member commented that Artisan coming in on time and on budget for such a public sector project was particularly noteworthy, especially given the protracted timescales of the project initially. Another Member commented that it was pleasing to see credit deservedly being given to the project manager, Jodie Housego.



It was noted that the new centre had received recognition nationally, and a number of other Fire Services were very interested in the facilities. Whilst the Service's own operational staff were the priority in terms of training, there may be some scope to involve other organisations.

Officers advised that the contractor Crofton Engineering had been very impressed with Stocker Standen's commitment and attention to detail in his contributions to the design of the Training Centre. Tribute was also paid by the Chair, Members and senior Officers, to Councillor Reynolds, who had played a huge role in championing this project despite considerable challenges and setbacks. It was noted that staff were very pleased with the new facilities, and were also very appreciative of Fire Authority Members' support in realising this project.

In response to a Member question, it was confirmed that an additional site visit could be arranged for those Members who had been unable to join the 10<sup>th</sup> February visit.

**Action required: Deputy Chief Executive Officer.**

It was resolved unanimously to:

note the report.

## 68. Appointment of an Independent Remuneration Panel

Members considered a report on the proposed process for the appointment of an independent remuneration panel (IRP) to review the Fire Authority's scheme of allowances.

The Fire Authority was required to review the scheme of allowances every four years. This had previously been done by asking Cambridgeshire County Council to consider Fire Authority requirements as part of its own review cycle. At their meeting in February 2022, Fire Authority Members had agreed to receive a report from the Monitoring Officer on the options and costs of a separate IRP, or other mechanism, to determine future allowances.

The costed proposal presented would involve a panel of three independent individuals forming a panel, led by Mark Palmer. Mr Palmer had experience in this area of work and had worked successfully with both primary authorities locally, and several other fire and rescue services, and could draw on a small pool of individuals who had similar experience. Together they would conduct the review, based on the specific duties required of the Fire Authority's Members, and benchmark against other Fire Authorities and the wider sector.

It was resolved unanimously to:

1. agree the appointment of an IRP to review the scheme of allowances and note the associated costs;
2. extend the current Members' Allowances Scheme until the outcome(s) of the IRP are known and agreed.

69. Minutes of the Overview and Scrutiny Committee held 19<sup>th</sup> January 2023

The draft minutes of the Overview and Scrutiny Committee held 19<sup>th</sup> January were noted.

70. Minutes of the Policy and Resources Committee held 20<sup>th</sup> December 2022

The draft minutes of the Overview and Scrutiny Committee held 20<sup>th</sup> December 2022 were noted.

71. Appointments to Committees

With the agreement of Members, the Chair had agreed an urgent item to appoint Councillor Doug Dew to the following Committees:

- Substantive Member of the Policy and Resources Committee
- Substitute Member of the Performance Review Committee
- Substitute Member of the Fire Authority Appeals Committee

It was resolved unanimously to appoint Councillor Dew to the above Committees.

## Appendix 1

**New Fire Authority Member Councillor Doug Dew** - I would like to extend a special welcome to Councillor Doug Dew, who was appointed to the Fire Authority at Tuesday's full County Council meeting. Councillor Dew replaces Councillor Atkins, and I would like to also thank Councillor Atkins for his time on the Authority. Given that the appointment was only made on Tuesday, the appointments to Committee item was not added to the agenda, so with the consent of the authority, I propose to deal with this as an urgent item at the end of the meeting. Are Members in agreement with this proposal?

### **St John's Business Park – Member Site Visit**

I hope those Members that were able to visit the site at St John's this morning were impressed by the new facility from which operational crews started to respond from on 1 February 2023. We have an agenda item on the project today which provides an overall update but I understand from the Chief Fire Officer that there will be an official opening ceremony soon to mark this monumental achievement.

### **Fire Authority Budget 2023/24**

It seems that the budget and future finances have been the dominating subjects for many months and today, Members will be asked to approve the budget for 2023/24.

Our lobbying of local MP's and other influential stakeholders on the key challenges facing the Service seems to have had the desired impact. The final government financial statement, received in December 2022, confirmed that we will receive sufficient funds to offset this year's deficit and if the economic situation improves, we will be in a good place to deal with any inflationary pressures we face next financial year. This means that the Authority will not now need to implement the Financial Business Continuity Plan (FBCP) and Officers can get back to focusing on improving the services they provide to our communities.

That said, Officers remain acutely aware of the need to progress our efficiency planning as we won't necessarily have spare cash to invest in areas where we can improve our services further. Therefore if things can be done more efficiently for less, then we still need to drive through those changes. At least we remain in control and what we do is done by choice and not because the Authority is having its hands forced by budget pressures. The Service will also have to keep an eye on future years as funding for 2024/25 and beyond is still uncertain with several factors still to play out that could significantly impact our budget.

I would like to take this opportunity to acknowledge that the preparation of the FBCP was a tough piece of work for those involved (but we do feel our publicly expressed concerns about funding have been listened to) and as such I'd like to thank everyone who has contributed. The work will stand us in good stead moving forward; Officers will continue to review these plans each year in line with normal business continuity planning and update the Authority as appropriate.

### **Fire and Rescue Service Culture in the Media**

I'm sure many of you will have seen the reports in the media highlighting the review of **London Fire Brigade** (LFB) and the conclusions following the year-long cultural investigation and more

recently the nationally reported appalling behaviour and harassment suffered by women firefighters in **Dorset and Wiltshire**.

The LFB [report](#) is a shocking and extremely difficult report to read for anyone in the sector and many I know struggle to comprehend that such extreme behaviour still exists in the modern day fire and rescue service. The review clearly shows that fire and rescue services are at different stages of their cultural journey. At CFRS a lot of emphasis has been put on our values and one team behaviours over the last couple of decades; they underpin everything the Service does as it strives to be a place where everyone feels welcome for who they are and can be themselves at work.

Many people comment on how different it feels here and that is because our people are supportive, welcoming and care about their community and each other. The feedback we receive from colleagues suggests this is the case and this was also reflected in the feedback the HMICFRS received. However if anyone doesn't think that's where we are and that they are being subjected to bullying or offensive behaviour or that they are witnessing negative behaviour towards others, then please come forward and as the Chair of this Authority I assure you the matter will be investigated and you will have my support every step of the way.

### **His Majesty's Inspectorate of Constabulary and Fire and Rescue Services**

In December we received notification of the dates for our next HMICFRS inspection. We are again one of the first two fire and rescue services to be inspected and this comes even earlier than we were anticipating. The process began in January with the document return, self-assessment and staff survey; the inspection team are due to visit from the third week of February.

This has meant that Officers weren't given much time to prepare but I know that we have continued to improve since our last inspection and that we have a good story to tell. The challenge has been to consolidate everything we have done into a concise self-assessment, focusing on improvements in the areas the inspectorate team are particularly interested in.

Of note, there are some changes to the inspection scoring this time with a new category of 'Adequate' being added. As we were awarded 'Good' across the board in all but one of the 11 categories last time, our challenge will be to demonstrate we still belong in 'Good'.

Often the news of the HMICFRS coming in brings nervousness or the thought of the extra work brings a groan or two, but this really is an opportunity to demonstrate all the fantastic work everyone has been doing and the improvements the organisation continues to make despite everything else coming in to challenge us. I have every confidence what is said will be well received.

### **LGBTQIA+ History Month**

The month of February is LGBTQIA+ History Month and provides a great opportunity for colleagues to learn and to show their support to an under-represented group, recognising how far the Service has come and what can be done to improve.

The issues relating to the World Cup being hosted in Qatar, the media coverage around pronouns and the recent controversy surrounding the Gender Recognition Bill only confirm we

still have much to learn. The theme of this year's LGBT+ History Month is "Behind the Lens" which celebrates LGBT+ people's contribution to cinema and film from behind the lens. Throughout the month CFRS will be promoting various films and series that have strong LGBTQIA+ themes running throughout, for example, the superb 'It's A Sin'. There will be many other opportunities for learning and sharing and I was particularly delighted to hear that some of our employees from the LGBT+ community have expressed an interest in telling their story. It is an important marker for us as an Authority that people feel we provide a safe space for them to bring their whole selves to our workplace.

Officers are also in the process of developing a bespoke CFRS Pride helmet for use at the various community functions we attend; I look forward to seeing what is created!



This is the updated action log as at 6 June 2023 and captures the actions arising from the most recent Fire Authority meetings and updates Members on the progress on compliance in delivering the necessary actions.

Minutes from the 10 February 2022 meeting					
24	Chairs Announcements	Chair	It was agreed that the Chair would, on behalf of the Fire Authority, write to all local MP's, highlighting these issues (funding mechanisms).	Minute 38 of the meeting held on 16 June 2022 provided an update at that time. Lobbying continues.	<b>Complete</b>
25	Draft Fire Authority Budget 2022/23 and Medium Term Financial Plan	Scrutiny and Assurance Manager	It was suggested by Councillor Kindersley that it would be appropriate in future for the budget to be considered by the Overview and Scrutiny Committee prior to its presentation to the full Fire Authority. This proposal was supported by other Members of the Fire Authority and it was agreed that this would be scheduled into the Committee's work programme.	Overview and Scrutiny Committee received draft budget 2023/24 at its meeting on 19 January 2023. Now an annual report on that Committee's work programme.	<b>Complete</b>
26	Draft Pay Policy Statement 2022/23	Scrutiny and Assurance Manager	A Member noted that there had been a Member-led Review of the Pay Policy in 2014 ... Officers agreed that it may be timely to repeat such a review and agreed to schedule this on the Overview and Scrutiny Committee's work programme.	<b>Update 15 June 2023</b> Added to work programme for last meeting of the current cycle (22 April 2024) where it will be considered against other areas of interest. See also Minute 42 of the 16 June 2022 meeting below.	<b>Complete</b>

27	Proposed changes to Cambridgeshire and Peterborough Fire Authority Members' Code of Conduct	Monitoring Officer	It was suggested that if the Authority did adopt the new Code, that a Member seminar could be arranged to explore the implications of the Code and how it differed to the Codes for Cambridgeshire County and Peterborough City Councils.	<b>Update 15 June 2023</b> Potential subject area for a Member seminar on 12 July 2023.	<b>Ongoing</b>
		Scrutiny and Assurance Manager	A Member spoke in support of the adoption of the model code and suggested that it may be appropriate for the Overview and Scrutiny Committee to review how it was working after a few years of implementation.	<b>Update 15 June 2023</b> Added to work programme for last meeting of the current cycle (22 April 2024) where it will be considered against other areas of interest.	<b>Complete</b>
		Monitoring Officer	Adopt the LGA Model Code in its entirety subject to minor local additions as set out in Paragraph 7.3 of the report.	Published on website.	<b>Complete</b>
28	Members' Allowance Scheme 2022/23	Monitoring Officer	The Authority receives a further report at its next meeting on the options and costs of an independent review panel or other mechanism to determine future allowances as soon as practicable.	Not presented to June 2022 meeting and deferred at the November 2022 meeting. Presented to meeting in February 2023. <b>Update 15 June 2023</b> IRP report on the agenda of this meeting.	<b>Complete</b>
29	Draft Sustainability Strategy	DCEO	Officers were also taking advice from the Carbon Trust and aimed to bring back its detailed plans to the Fire Authority at the end of the year.	Update presented to the Authority 3 November 2022.	<b>Complete</b>



30	Update on the Relocation of Papworth to Cambourne Fire Station	Assistant Chief Fire Officer (ACFO)	It was agreed that a further report, feeding back on the information sharing process, would be presented to the next meeting of the Fire Authority. This report would also detail more fully the resources implications.	Update presented to the Authority on 16 June 2022.	<b>Complete</b>
Minutes from the 16 June 2022 meeting					
42	Business Continuity – Financial Contingency Plan	Councillor Kindersley	He also commented that it would be good for the Overview and Scrutiny Committee to review this issue (employee pay).	<b>Update 15 June 2023</b> Added to work programme for last meeting of the current cycle (22 April 2024) where it will be considered against other areas of interest.	<b>Complete</b>
Minutes from the 3 November 2022 meeting					
57	Member-led Review of CPFA Consultation with Representative Bodies	Councillors McGuire and Gowing	Discuss and agree what, after such discussion, will enable two way communication(s) between Members and the representative bodies.	Members, on receipt of any communication from representative bodies, would consult with the Chair before responding.	<b>Complete</b>
60	Appointments to Committees and Outside Bodies	Democratic Services	The other three Member Committees would also be updated to reflect the change in proportionality, so that there was a substitute identified for each political group.	<b>Update 15 June 2023</b> Revised document to be presented at this meeting to include appropriate substitutes on the Disciplinary and Grievance, Appeals and Appeals (Pensions) Committees.	<b>Complete</b>
		Democratic Services	It was also noted that the Joint Consultative Committee needed to be removed from the schedule of appointments.		<b>Complete</b>

## Minutes from the 10 February 2023 meeting

66	Draft Pay Policy Statement 2023/24	DCEO	A Member noted that the highest paid member of staff received £153,828 per annum, compared to the lowest paid who received £20,258 (full time equivalent) per annum. She asked how many employees were paid £20,258 pa? It was agreed that this information would be circulated to Members.	Information provided to Member that asked the question (one employee).	<b>Complete</b>
67	P126 Project – Update on relocation of Huntingdon Fire Station and Service Training Centre	DCEO	In response to a Member question, it was confirmed that an additional site visit could be arranged for those Members who had been unable to join the 10 February 2023 visit.	Email sent to Members to determine numbers and identify a suitable date.	<b>Ongoing</b>

To: Cambridgeshire and Peterborough Fire Authority

From: Head of Service Transformation – Tamsin Mirfin

Presenting Officer(s): Assistant Chief Fire Officer – Jon Anderson

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Date: 15 June 2023

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## Review of Integrated Risk Management Plan Performance

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update of delivery against our Integrated Risk Management Plan (IRMP) 2020/24.

### 2. Recommendation

- 2.1 The Authority is asked to note the contents of the report and make comment as they deem appropriate.

### 3. Risk Assessment

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

### 4. Equality Impact Assessment

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

## 5. Background

- 5.1 The IRMP is a public facing document covering a four-year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The Service's IRMP 2020/24, published in April 2020, will cover the period from April 2020 to March 2024. This report focuses on the progress made against the action plan in year three (2022/23).
- 5.2 The integrated risk management process is supported using risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring - we term this 'community risk'. This, together with data from other sources such as the national risk register and our strategic and business delivery risk, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are several activities we committed to deliver in our IRMP for 2020/24. These are listed in Paragraphs 6 to 9, accompanied by a brief explanation of progress made in this year.

## 6. People Excellence Delivery Update

- 6.1 **Continued work to develop our organisational culture and to enhance staff engagement, including ensuring mechanisms are in place to properly feedback to staff and facilitating opportunities for colleagues from across different areas of the Service to engage and work with each other more.**

We carried out an employee engagement survey in October 2022, presenting the outcomes to all colleagues in January 2023. The results showed an improvement in overall employee engagement of 9% compared to 2019 and an overall engagement score of 79%. In many areas we scored above the fire service sector benchmark used by the external provider and this was a significant difference in some areas. Since January we have been working to further analyse the results and identify the areas where different employee groups feel less satisfied. We have ensured these areas are dovetailed into the wider culture journey work planned for 2023/24 and beyond.

A Women's Day event was held and chosen topics were explored to further understand colleagues' thoughts and suggestions.

In April 2023, the views of women working in all areas of the Service were canvassed around the impact of periods and the menopause at work. A number of recommendations were made following this including rolling out menopause awareness training for all colleagues in 2023/24, a refresh of emergency period protection packs in toilets and on all fire appliances and a trial of portable toilets on

two fire appliances. The portable toilets have since been ordered for all fire appliances in the county.

As part of an annual review of our actions to continue to develop our culture, we completed a gap analysis of the London Fire Brigade culture review report and the actions have been built into our IRMP action plan for 2023/24.

**6.2 Developing and improving the ways in which we support the mental health and wellbeing of our staff.**

A review of mental health provision has been conducted since the departure of our Mental Health and Wellbeing Advisor. An agreement has been reached to appoint a Psychological Wellbeing Practitioner to enable low level interventions to be carried out locally. Additionally, work is beginning with the Fire Fighter's Charity to determine support that can be provided by them.

**6.3 On-going work to improve the diversity of our workforce, including continuing to build long-term relationships with our diverse communities through our community engagement and positive action programmes.**

We delivered our Inclusion Plan that contained actions for community inclusion, compliance, channels and development.

Coming out of our pandemic restrictions, we re-started community engagement and attended many events including Pride Cambridge and Peterborough and the Black History Month event in Peterborough. We attended Asian Fire Services Association inclusion conferences to learn from other services and external speakers. We started an 'Employer of Choice' initiative to ensure our inclusive culture is represented in our recruitment branding and equality impact assessed our wholetime recruitment process and identified positive action for this year's campaign. We completed accessibility work on our website and created British Sign Language videos around our key fire safety topics.

For development of colleagues, we revised the content of and re-launched our mandatory equality, diversity and inclusion (ED&I) e-learning module and reached 100% completion, as well as training over 100 managers in equality impact assessments (EQIA) and all watches had 'Introduction to Inclusion' sessions delivered by the ED&I team. We updated our inclusion page with webinars, videos and local events throughout the year that colleagues could watch or attend.

For compliance, we reviewed and launched a new EQIA process, reviewed and improved our neurodiversity support process, renewed our disability confident status, completed an external benchmarking process for our ED&I work, reviewed our Gender Pay Gap data and published our annual ED&I report.

For channels, we reviewed the content and scheduling of our Inclusion Network meetings to reach more colleagues and put terms of reference in place for our working groups. We appointed new Women in the Fire Service (WFS) representatives and have supported our female operational working group to take forward initiatives and listen to feedback.

**6.4 Expand our programme of development activities to prepare staff for future roles and opportunities, including:**

- **collaborative development programmes with other fire services and partner organisations,**

- **building leadership and management skills for the future,**
- **strengthening opportunities for staff to be responsible for their own learning, balanced with growing managers' accountability for facilitating development of their staff.**

We launched Coaching Culture's development and mindset learning modules and promoted the National Fire Chiefs Council (NFCC) new coaching and mentoring platform. We expanded our range of professional skills workshops that are open to all colleagues, based on feedback. We collaborated with Hertfordshire FRS and Bedfordshire FRS to review the content and deliver a leadership development programme for Crew/Watch Commanders who are looking to progress. We clarified our mandatory e-learning modules for all employees and reviewed the content of the ED&I module.

**6.5 Continuing to embed an understanding of the value of quality conversations to enhance personal performance and development.**

We gathered and listened to feedback from colleagues around any barriers to quality conversations about performance and development. From this we re-clarified the purpose of PDRs/121s and created a supporting toolkit including videos, guides and workshops.

**6.6 Strengthening the ways in which we understand our succession planning needs and identify and match an individual's potential to those needs, including;**

- **exploring the introduction of a shadowing programme to help give greater insight into and understanding of more senior roles,**
- **considering and evaluating our provision of apprenticeship schemes within the Service, offering greater opportunities for formal qualifications which support the careers of existing staff and promote the different professions available within the Service to those looking to start a career with us.**

We created and launched development portfolios for wholetime and Combined Fire Control progression from Firefighter through to Crew Commander, Watch Commander and Station Commander based on national operation guidance, our values and leadership attributes. We will evaluate this year and then create development portfolios for Support and On-Call.

We piloted an initial approach to talent and succession, which will be evaluated this year to inform the way forward.

**6.7 Continual review of our recruitment and promotion processes to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service.**

We evaluated and completed an EQIA on our previous wholetime recruitment process and the insights and actions have been built into this years' recruitment process. For example, we have re-introduced community assessors to our wholetime firefighter interview panels. This year we will do the same evaluation and EQIAs for our other recruitment processes.

**7. Community Safety Excellence Delivery Update**

**7.1 Further collaboration with health, social care and other partners to refine ways to identify and reach those most at risk of fire.**

We continue to define and develop our use of partner data to ensure we are focusing our efforts on those we define as most vulnerable. Successes in our Anglia Water data sharing agreement, hospital bed data and increased referral rate from partners has allowed us to reach high or very high risk people on 84% of occasions. More intelligent use of data has also increased the times our crews are getting across the doorstep to 70%. This improved efficiency is not only helping to keep our communities safe but also allowing us to do more. Last year we delivered 'Safe and Well' visits to over 6322 vulnerable households, more than we have ever delivered in a year before.

**7.2 Develop our Fire Break Programme to support the safety, health and personal development of identified young people.**

Fire Break goes from strength to strength. Last year we delivered 10 Fire Break courses (academic year) to approximately 120 young people. Fire Break is unfunded and we continue to work across partners to ensure funding is available to deliver these very popular interventions. In the last year we have included an evaluation tool "impactasaurus" which is a product from the NFCC's Early Years Implementation Framework. This will allow us to clearly evidence the positive impact of the Fire Break intervention on the young people who attend the course and add further weight to its efficacy when seeking funding.

**7.3 Explore opportunities to offer early intervention and positively influence children and younger people.**

We have reviewed our children and young people offering and are focusing our efforts on Fire Break and Fire Setters. We are also promoting the NFCC Stay Wise Programme. This offers nationally agreed learning materials which are accessible to Key Stage 1 and 2 and can be included in the national curriculum covering areas such as staying safe in the home, water and road safety. To reach Reception and Key Stage 1 children, we have also developed a character called Jet the Dragon. Jet has been designed specifically to deliver safety messages to early learners. To date, there have been four stories from Jet, covering general fire safety, inland water safety, coastal water safety and Halloween safety. Jet the Dragon also features on the Stay Wise virtual resource available nationally.

**7.4 Work with partners and local authorities to support businesses to comply with regulation and ultimately create safer places to live, work and visit.**

We have engaged with businesses through seminars and webinars as well as targeting businesses that are more likely to have a fire in a non-domestic premises. We have worked as part of a multi-agency team in the area of Lincoln Road, Peterborough to respond to days of action in this area ensuring people are safe in their homes as well as businesses in the area. We will continue to work with the local authority building control and partners to ensure the built environment is safe for the public who may live, work or visit.

**7.5 Continue to lobby and work with developers and local authorities to increase public safety through the fitting of sprinklers where relevant.**

We continue to engage with developers and local authority to recommend the fitting of sprinklers where legislation does not require it. We planned to hold a sprinkler

conference but this was delayed due to COVID and other conflicting priorities such as the new legislation around fire safety. The plan is to undertake this conference in the next year. With the introduction of new legislation and the forming of regional multi-disciplinary teams there will be far better consultation when in scope buildings are being planned and designed allowing us to have a greater voice at an early stage of planning.

**7.6 Continue to work with partners from the road and water safety partnerships to reduce the number of people killed or injured on our roads and waterways.**

We have recruited a dedicated Community Road Safety Officer. This role is hosted by the Service and funded by the Office of the Police and Crime Commissioner (OPCC). This partnership approach ensures the police and fire service are aligned with the community casualty reduction focus set out by the OPCC, through the Vision Zero Road Safety Partnership. Our Road and Water Safety Team have delivered several initiatives to the public in 2022, successfully delivering 20 'Biker Down' sessions to 200 members of the public and 'Be Water Aware' sessions to approximately 4,500 students in schools throughout Cambridgeshire and Peterborough, specifically to Key Stage 2 and 3 students.

**7.7 Develop and embed systems to effectively evaluate our activity to keep the community safe.**

Evaluation is embedded in all prevention activity. This has led us to ceasing some activities we have done previously and ensure that we focus our resources on best outcomes. We use various quantitative and qualitative performance measures to gauge the effectiveness and depth of our reach. These include pre- and post-evaluation of our headline activities such as 'Safe and Well' visits.

We have launched a post incident review project, 'Customer Conversation,' in partnership with academic professor Andrew Clark at Salford University to further investigate behaviours that lead to a fire occurring in the home to help shape our approach and messaging to reduce the occurrence of these in the future. Full investigative interviews are being carried out with participating households following incidents to give us the story behind why a fire occurred and allow us to identify the behavioural changes we need to influence to reduce them in future.

**7.8 Bring together expertise from protection, prevention, and community resilience to reduce risk to people, places and events.**

We continue to visit risk sites across the county using experts from all groups, limiting the impact on the business we are visiting and improving our efficient use of resource. We undertake these collective visits to many of our high-risk sites/premises across the county. We have also undertaken the days of action with prevention and protection teams. This most recently focused on the area of Lincoln Road, Peterborough where the response also included local authority, police and environmental health and other partner agencies.

**8. Operational Delivery Update**

**8.1 Continue to align operational resources to our risk and demand, understanding our response model options and the number of resources required to achieve them.**



We have launched our Operational Risk Review Project in the last year that will help us to better understand our efficiency and effectiveness in terms of use of resources and the demands placed upon them. This has and will continue to provide recommendations on how we can best use our resources to mitigate the risk including crewing models, upgrading equipment and vehicles for operational capacity, On-Call focus on recruitment and retention (including remuneration). It will also review our fire stations to ensure we are making best use of all resources available to us.

**8.2 Continue to develop the use of our On-Call crews to improve our operational service to the public.**

We have removed 13.5m ladders from On-Call fire appliances removing the need for On-Call to train on them during all phases of training. This frees up capacity for other training and removes barriers to some individuals joining the On-Call. We have also introduced crews of three which has provided approximately 1,000 additional hours of cover per month and seen an increase in mobilisations for most On-Call stations. We will continue to strive to ensure we have appliances that are mobilised with crews of four or more but where we can't crews of three will be utilised.

**8.3 Continue to explore and implement improvements to support the working experience for our On-Call staff.**

Crews of three will take time to embed and evaluate but initial findings would suggest that with mobilisations increasing at certain stations, morale has also increased and hopefully in the long-term retention will. Battle boxes have been introduced on all On-Call stations to help crews to maintain fitness, we have improved processes to help crews limit the impact of administration on their drill nights. We will continue to look at improving policies and procedures around annual leave and reward and recognition over the coming months.

**8.4 Review the structure and resourcing in our Combined Fire Control to ensure the continual provision of a high quality, sustainable control function.**

We continue to ensure we have a robust and resilient fire control. Call handling times continue to show improvement and our fire control operators demonstrated their abilities during the spate conditions between 1 July and 21 August 2023. During this time control colleagues took 8,326 calls which is an 88% increase over the five-year average. At its peak, they took 162 calls in one hour (9 August between 1700 and 1800 hours) and on 19 July they took 512 calls in a 24-hour period. This also included taking calls from other fire services across the country when Operation Willow Beck was initiated. The work to replace our ageing mobilising system continued this year. That hard work is gaining pace and will be a focus and service priority through 2023/24.

**8.5 Continue our ongoing work to ensure our emergency vehicles and equipment meet our identified risks.**

We have completed and updated our strategy to include sustainability within our identification and procurement of vehicles and equipment. Linking into our risk work and operational learning to enhance our response, seven new fire appliances with the latest technology and specialist rescue equipment have been brought into service across our fleet. We have also, following the summer spate conditions in 2022, procured two trial 4x4 vehicles with specific capabilities to support our response to wildland fires.

**8.6 Continue to align service procedures with national operational guidance to improve firefighter safety and our ability to work with other fire and rescue services.**

We continue to work through our plan to fully adopt and align to the National Operational Guidance (N.O.G). This sees us working collaboratively with all services within the eastern region to share both resources and peer review the information being provided to ensure where appropriate standardisation in response and share learning.

**8.7 Continue to develop our central training facility to support the delivery of risk critical operational training.**

In January 2023 we saw the successful move of crews and training centre from the site on Hartford Rad in Huntingdon to the new site at Percy Road; centralised training will be delivered from this state-of-the-art facility. Risk critical training which has previously required the use of external venues and travel can now be undertaken on one site. This ensures we are now able to maximise time and content of training due to the level of the facilities.

**8.8 Review current arrangement for operational training to ensure they meet the needs of operational staff.**

We have concluded the project to review the current arrangements for operational training and implemented the key identified areas. This has seen a new shift system for our training instructor team implemented which ensures a seven day and evening provision to meet the needs of our wholetime and On-Call firefighters. This also provides on watch training delivery for key specialist skills to be delivered by training centre staff at our wholetime watches whilst they are on duty.

We have developed and successfully created a flexible bridging course programme to best recognise the skills and attributes of our On-Call firefighters who have moved into the wholetime system through our recruitment programme.

**8.9 Develop further our assurance across all operational areas to ensure a high level of performance and support the continued development of our staff.**

We have put in place a programme to provide external verification and learning of our operational skills. This supports the ongoing assurance of our operational training and development of our staff. Supporting this we work within a newly established regional operational assurance group to benchmark against others in the sector. A key area of this is incident command where, through external verification, we can ensure robust assurance of our commanders. We continue to use our operational assurance programme at incidents to collect and share operational learning information nationally and internally.

**9. Value for Money Delivery Update**

**9.1 Introduce the replacement national emergency service communication system.**

The Emergency Services Mobile Communication Programme is run by the Home Office. This programme has seen several delays. We endeavour to continue to respond to requests for information or actions within the required timescales. We have stood down our resources supporting this project until further notice due to the current project challenges.

**9.2 Deliver new emergency mobilising technologies into operational service as well as review existing technologies to deliver enhancements to these.**

The project is making positive progress, with DCS installed and ready for implementation in 2023. A detailed training plan is in place and testing continues to move the project forward. Work will continue throughout this financial year to complete testing and commence the roll out of training ready to commence the transition and cut over activities.

**9.3 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.**

The whole platform has been migrated to a new supplier and work has been completed to upgrade and stabilise the platform. New support arrangements are in place to maintain the platform and to assist the Service to develop and deliver new processes and integrations to enhance efficiencies in business processes. The new On-Call payment process has been built, delivered, and went live in May 2023. Further works will commence to scope and deliver an On-Call recruitment process and the health and safety accident and near miss reporting and investigation processes throughout 2023/24.

**9.5 Ensure technology delivers opportunities for more efficient and effective ways of working, with a particular emphasis on ensuring our software provides value for money while enabling better mobile working and joint working opportunities.**

The remote access solution was replaced with a new Virtual Private Network (VPN) to enable better connectivity from remote locations. This has facilitated the retirement of some software. The end-user experience at stations has been improved through the retirement of the virtual desktop environment. Additional security tools are being procured to further improve cyber resilience. Contract renegotiations have resulted in some significant savings.

**9.6 Review spend across departments and contractual arrangements to inform enhancements and improvements to our procurement processes.**

All spend data requests for both the Home Office and NFCC Procurement Hub have been completed and this has provided valuable information in relation to our spend data across the Service. Moving forward with the new finance system we will be able to build our procurement plans, work with key stakeholders to continue to rationalise spend, aggregate spend into enabling contracts and seek further collaboration opportunities as well as continue to identify further saving opportunities.

Throughout this period, we have identified some considerable opportunities for savings and these have been recorded and submitted again to the Home Office and National Procurement Hub. We have also amended some processes in readiness of requirements within the New Procurement Act.

We have redesigned the Procurement Exemption Request forms, to provide more detail and further assist transparency and future tendering opportunities. We have further developed our supplier risk and impact tracker and supplier risk is very much a focus within the new contract onboarding and contract management.

We have developed a sustainable procurement strategy and this is now an integral part of our procurement and tendering process along with modern slavery checks, social value requirements and ethical procurement.

**9.7 Ensure that financial awareness and greater accountability for budgets are in place to ensure that spend is efficient and effective.**

A 'Financial Awareness and Understanding Your Budget' training session was delivered to the management group during 2022/23 and is now incorporated in the financial training for new starters who have budget responsibilities. Financial reporting and discussions now feature in the monthly Head of Group meetings as well as the quarterly value for money meetings as a fixed agenda item.

The Heads of Group are encouraged to identify any in-year savings which can be put into a tactical reserve which was established at the beginning of 2022/23 so that any in-year budget pressures at Heads of Group level can then be covered by this reserve. The requester provides a business case to the group when requesting funding from the reserve and this must be approved by the group and then reviewed by the Value for Money Committee. This enforces discussions around what is the best use of the funds.

Budget and expenditure reports have been improved to allow the recipients to have a better understanding of the cost drivers and budget pressures.

A zero-based budgeting approach has been used to build the 2023/24 budget, meaning that the budget holders were forced to start from zero and build their budgets from there.

**9.8 Ensure that the digital drivers across the Service are understood, scoped and prioritised. Reviewing digital capacity to ensure that they are sufficient to meet the needs.**

Digital engagement workshops have been held across the Service, to outline the current workplan and challenges for the digital teams. These workshops also enabled future digital requirements to be gathered and explored to feed into the work plans. A new single digital works request process has been put in place and is managed and overseen by the digital working group. The digital working group brings together all departments with digital responsibilities as key stakeholders to discuss and schedule work in a coordinated manner. A business case has been created and approved to introduce a two-year secondment opportunity to specifically look at how we utilise Microsoft 365 and to ensure that the organisation moves forward to embrace available toolsets.

**9.10 Ensure that the Service has sustainability strategies in place and the mechanisms by which to measure and evaluate these.**

We continue to develop and work towards our sustainability goals with key strands in place to support the strategy. We have commissioned and received an independent review of the key areas by the Carbon Trust with an action plan in review on areas of good practice and improvements identified. This will support our drive to net zero by 2030.

## 10. IRMP Performance Review 2022/23 End of Year Performance

- 10.1 We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time. Most serious are defined as fires, rescues from water and road traffic collisions.

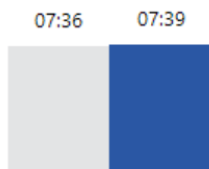
### Attendance times – First pump – most serious incidents – Urban area within 9 minutes.

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

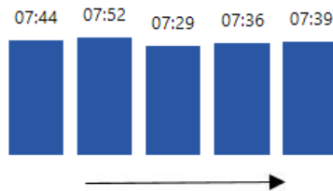
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 0.5%



Rolling 5 Years ▼ -1.1%



The measure remains within the attendance time measure for the most serious incidents. Although this was a slightly higher time than the previous years' due to the summer spate conditions that we saw.

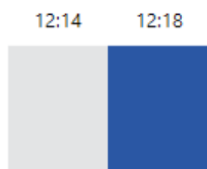
### Attendance times – First pump – most serious incidents – Rural area within 12 minutes.

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

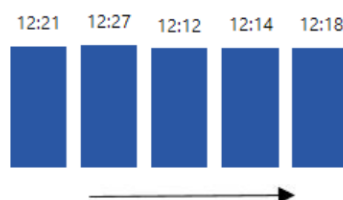
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 0.6%



Rolling 5 Years ▼ -0.4%



The first pump rural attendance to most serious incidents finished the year slightly above our attendance time of 12 minutes at 12 minutes 18 seconds. Summer spate conditions will have impacted this measure.

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

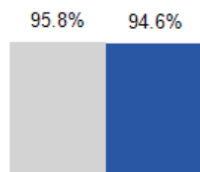
1<sup>st</sup> April 21-  
31<sup>st</sup> Mar 22

1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 23

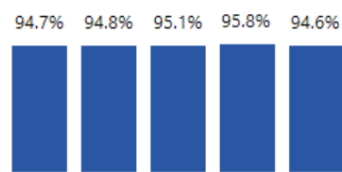
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▼ -1.2%



Rolling 5 Years ▼ 0.0%



Attendance within 18 minutes to all incidents by the first pump is below our performance measure at 94.6%. The summer spate months of July, August and September impacted this area.

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

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

## Total Fires

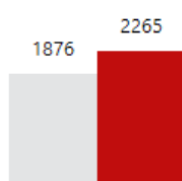
1<sup>st</sup> April 21-  
31<sup>st</sup> Mar 22

1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 23

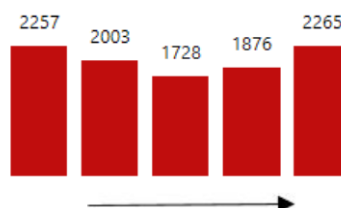
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 21%



Rolling 5 Years ▲ 0%



There was a significant increase in the number of fires over this call year compared to the previous year. This is due to the increases in incidents that we experienced in July and August 2022.

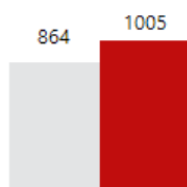
## Primary Fires

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

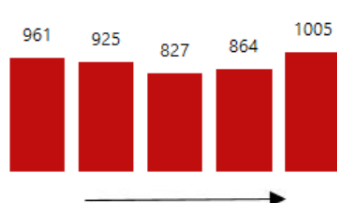
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 16%



Rolling 5 Years ▲ 5%



There was a significant increase in the number of primary fires over this call year compared to the previous year. This is due to the increases in incidents that we experienced in July and August 2022.

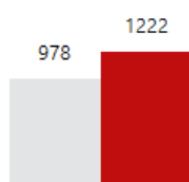
## Secondary Fires

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

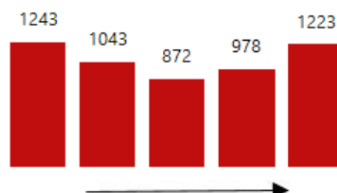
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 25%



Rolling 5 Years ▼ -2%



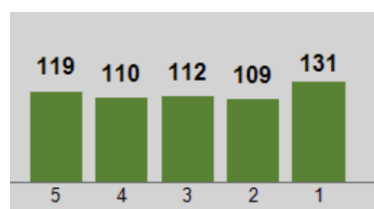
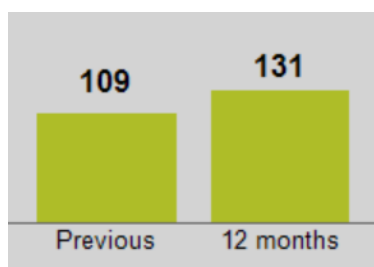
There was a significant increase in the number of secondary fires over this call year compared to the previous year. This is due to the increases in incidents that we experienced in July and August 2022.

## Number of Non-domestic fires

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

April- March

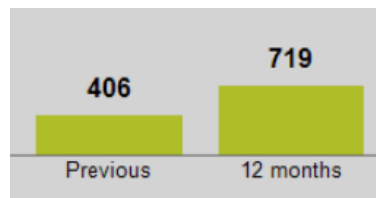
18/19 19/20 20/21 21/22 22/23



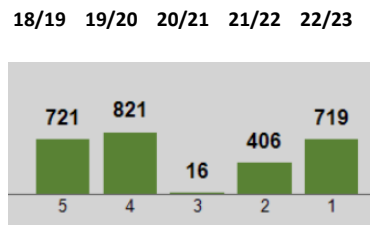
There was a 20% increase in the number of accidental non-domestic fires over this call year compared to the previous year and a 10% increase over the rolling five years. This is due to the increases in incidents that we experienced in July and August 2022.

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

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23



### April- March



We have increased the number of business engagements that have been conducted by Watches. This brings the numbers back in line with pre-COVID numbers of engagements.

## Fire Deaths

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

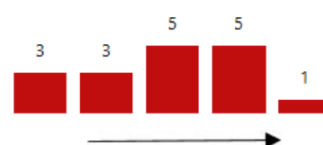
### Call Year to Date ▼



### April- March

18/19 19/20 20/21 21/22 22/23

### Rolling 5 Years ▼

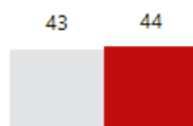


Sadly, we have had one fire death this year, this was in the final quarter of the year. This fire was smoking related.

## Fire Casualties

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 -  
31<sup>st</sup> Mar 22 31<sup>st</sup> Mar 23

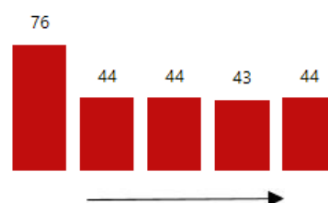
### Call Year to Date ▲ 2%



### April- March

18/19 19/20 20/21 21/22 22/23

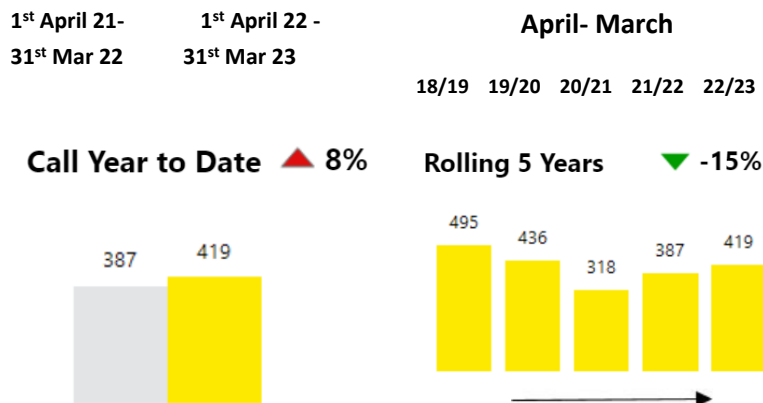
### Rolling 5 Years ▼ -42%



Over the rolling five years we have seen a 42% decrease in the number of fire casualties. This year's total was 44 which is in line with the previous four years. We monitor the incidents where these injuries occur and we also monitor the profile of the people injured to monitor for any trends or patterns.

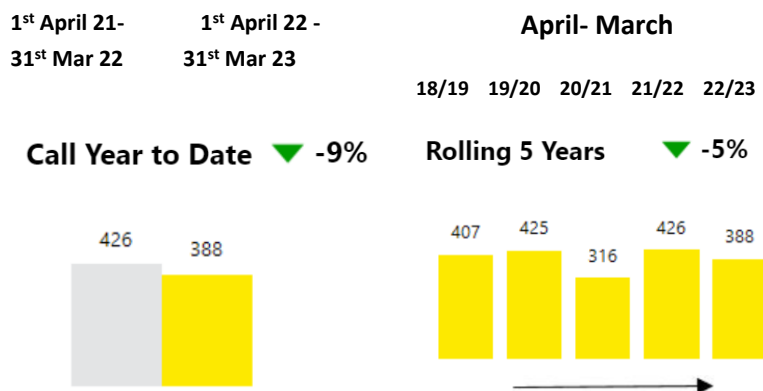


## Road traffic collisions attended



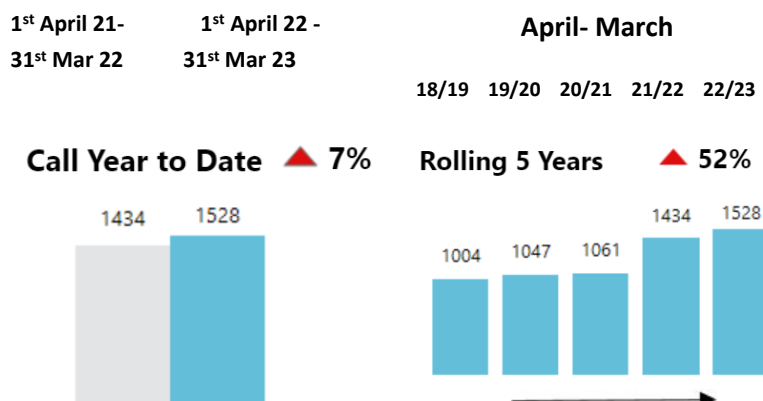
There has been an 8% increase in the number of road traffic collisions that we have attended compared to the previous year; over the five-year average this is down by 15%. Our five-year numbers will show the impact of COVID where people were not travelling or commuting on our roads.

## People killed or seriously injured in road traffic collisions



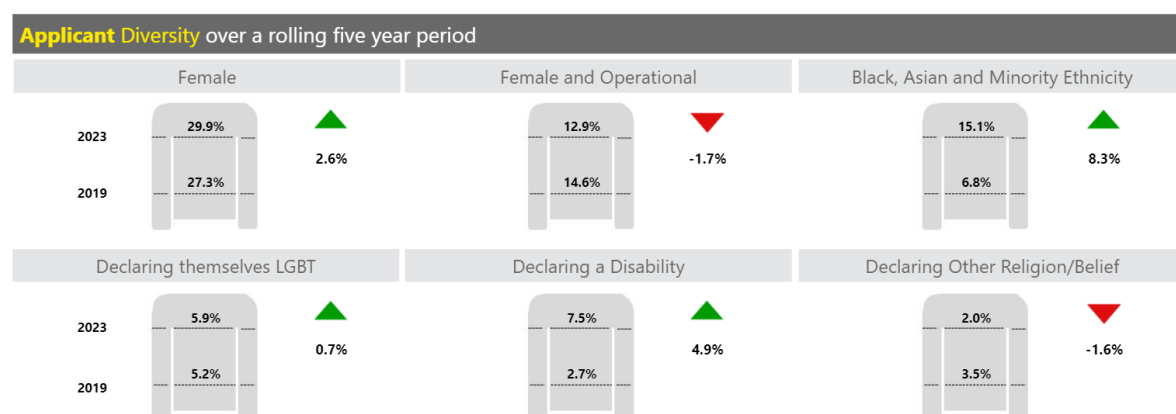
The number of people killed or seriously injured in road traffic collisions has slightly decreased this year against last year and we see a 5% decrease over the rolling five years. 20/21 is a particularly low year and this was due to the COVID lockdowns that we experienced.

## Special services attended



Over the past 12 months we have seen an increase in the number of flooding, effecting entry, animal rescue and corresponding incidents that we have attended. Overall, we have seen a 7% increase in the number of special services that we have attended and a 52% increase over the five-year period.

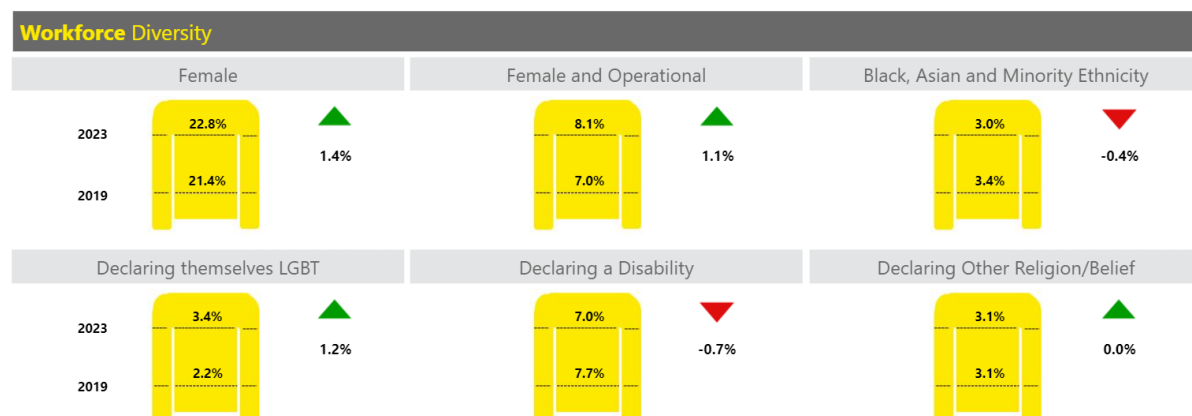
## Applicant Diversity



The number of On-Call recruits is up on the previous year from 34 to 40 and applicants from 145 to 201. We have brought 11 people into wholtime and our support employee turnover and recruitment now look to have stabilised. The overall diversity of applicants continues to increase.

We are working with to build reports for the proportions by demographic at each step of our recruitment processes, to inform equality impact assessments that will identify where to review our processes or take positive action. We have looked at the previous wholtime process and the actions have been built into this year's recruitment process.

## Workforce Diversity



The Full time Equivalent (FTE) by main job was 536.9 and total headcount by main job 633. FTE is down 5 from last year and head count by main job is up (by +21 mostly On-Call). Those identifying as Black, Asian and Minority Ethnic have a total increase from the previous year to 3%, in wholtime and On-Call. NFCC Family Group 2 benchmark is 3%. All England fire and rescue service benchmark is 5.3%. Census 2021 is 10.1% for Cambridgeshire. The number of females is down from 24% last year overall to 22.8% in On-Call, control and support and up by 3 in wholtime. Female managers increased to 24.2% overall. NFCC Family Group 2 benchmark is 18%. All England fire and rescue service benchmark is 18%. Census 2021 is 51% for Cambridgeshire. 6.9% of our people have declared a disability, this is up from 6.8% last year. We have seen an increase to 3% of employees who have declared other religion or belief and those identifying as LGBT+ has increased to 3.4%.

**To ensure that we are delivering value for money for our communities we will monitor:**

**Our collaborations and the benefits that these bring to us, our partners and to our communities.**

We continually monitor our collaborations to ensure that they are continuing to deliver benefits to the Service or our communities. We will cease collaborations if we find that they are not delivering the benefits as required. We actively seek to collaborate and over the past year have entered new collaborations.

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

The Service looks to use technology to automate business processes and deliver improvements using technology. Work is delivered through the digital strategy to achieve these. Work has also been conducted to look at spend and identify ways to reduce these as well as engagement with suppliers to jointly look at ways to reduce the impacts of increased costs of goods. The Service continually evaluates activities to ensure that they are delivering the anticipated benefits and that we are making best use of our resources. The Service has also been engaged in reviewing finances and considering Financial Business Continuity Plans due to the predicted future budgetary pressures that will be faced. In recent contract renewals several significant savings have been achieved through negotiations and looking to the exchange rates on contract values. The procurement team has been providing challenge to inflationary increases to contracts.

#### Source Documents:

IRMP 2020/24  
IRMP Action Plan 2022/23

#### Location:

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

#### Contact Officer:

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07900267944  
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To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 15 June 2023

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## Final Revenue and Capital Budget Position 2022-23

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with the final 2022/23 revenue and capital budget outturn position.

### 2. Recommendations

- 2.1 The Authority is asked to:
- note the revenue and capital budget outturn position,
  - approve the requested budget holder carry forwards.

### 3. Risk Assessment

- 3.1 Economic - the carry forwards and maintenance of adequate reserves will continue to be critical over the coming years to ensure that the Authority can respond to any future spending reviews whilst minimising the impact on service delivery.

### 4. Background

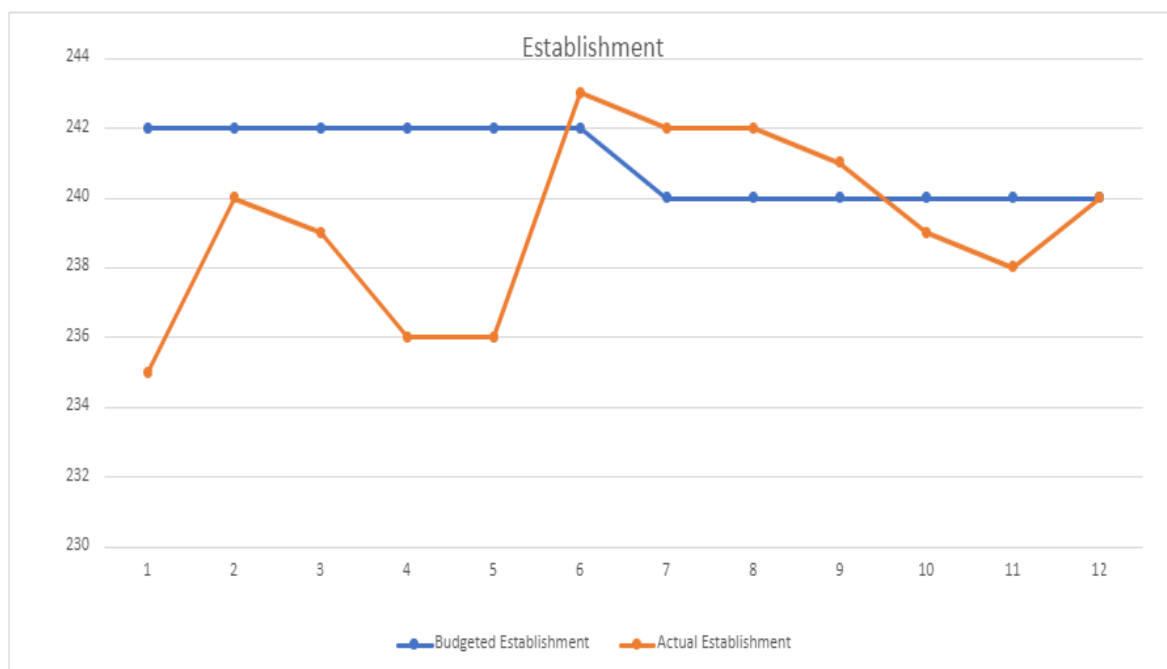
- 4.1 The budget for 2022/23 was approved at the Fire Authority meeting held in February 2022. The total budget was set at £31.226m with a total precept of £22.215m.
- 4.2 At its meeting in June 2022 the Authority approved a revenue carry forward of £1.676m. The carry forward included grant income of £0.641m. The revised revenue budget for the 2022/23 financial year was therefore £32.902m. Further adjustments have been made in respect of revised business rates income, savings on rateable values and additional income, making the final budget £33.066m.
- 4.3 The financial year 2022/23 was very challenging owing to a number of factors, including inflation, employee retention and uncertainty about pay awards along

with the possibility of industrial action. Throughout the year, the Service has monitored spend carefully with its budget holders to ensure that the position was well understood.

- 4.4 Overall, the Service has managed to balance the budget for the financial year. However the primary reasons that have enabled this position is that we received much higher than expected business rates income at the year-end and significant levels of professional staff turnover and delays in recruitment to these vacancies has resulted in a large underspend. The position reported has been included within the draft statement of accounts, that were published on the Authority's website on 31 May 2023.

## 5. Final Revenue Outturn Position

- 5.1 The budget for full-time firefighters was overspent at year-end by £352k because of the agreed pay award being higher than that budgeted. The Service continued to stringently monitor and manage overtime alongside robust modelling of future recruitment to ensure control over this budget whilst maintaining appropriate crewing levels.



- 5.2 The underspend against the budgets for other employee groups offset the overspend on firefighters pay. The underspend was a result of a significant increase in professional support staff turnover and subsequent delays in recruiting replacements into vacant positions. This has resulted in the Service having to prioritise objectives in year to ensure workloads are appropriately managed.
- 5.3 The premises budget overspent by £23k. The primary reason for this is the increased cost of energy.

- 5.4 Transport costs also overspent last financial year. The reasons for this were fuel inflation and additional servicing costs resulting from an aging fleet. It is hoped that fleet replacement will commence through 2023/24 as the vehicle supply chain stabilises post pandemic.
- 5.5 The supplies and services budget is underspent. However included within this budget is the ESMCP grant that will be carried forward. In addition to this specific grant, budget holders have requested that most of this underspend is carried forward to fund specific projects in the next 12 months.
- 5.6 The other grant budget has again seen significant changes during the 2022/23 financial year. These changes are primarily around the legacy grants applied throughout the pandemic for Business Rates. The Service is seeking clarity around the future of these grants and implications for future funding.

## 6. Results for the Year

- 6.1 The final outturn position on the revenue budget, before application of carry forwards, reflects the spending trend reported to the Policy and Resources Committee throughout the financial year. After applying these, the final position is an underspend of £35k. This underspend will be transferred to the General Reserve. A simple summary of the final outturn is shown below; further details, in normal budgetary control format, are set out in Appendix 1.

<b>Budget Area</b>	<b>Under (-) / Over (+) £'000</b>
Controllable expenditure/income	-1,651
Safety Netted Expenditure*	340
Capital Financing	-12
Contribution to Business Continuity Reserve	319
Additional Business Rate income	-639
ESMCP	647
Committed Revenue Expenditure (orders raised but not paid)	292
Delegated Budgets Carried Forward requests	697
<b>Final Under(-)/Over spend from 2021/22</b>	<b>-7</b>

- 6.2 The carry forwards requested (detailed breakdown attached at Appendix 2) are required for:

<b>Funding Requirements</b>	<b>£'000</b>
ESMCP (including coverage grant)	647
Staffing	110
Sustainability Initiatives	180
ICT and Digital Development	110
Community Fire Safety	25
Corporate Workwear	95
Local Resilience Forum	15

## 7. Balance Sheet and Reserves

7.1 Particular attention is drawn to the position relating to the Authority reserves that provide financial flexibility when dealing with unexpected circumstances. Specific reserves are set aside to provide for known or predicted liabilities.

7.2 A summary of movements in existing reserves is shown in the table below; the useable General Reserve is £2,140k.

	Note	Balance at 01/04/22	In year movement (-) funding out / funding in	Balance at 31/03/23
		£000	£000	£000
General Reserve	8.2	2,133	7	2,140
Property Development Reserve	8.3	5,764	-5,764	-
Financial Business Continuity Reserve	8.4	1,000	319	1,319
Tactical Reserve	8.5	300	-3	297
Wholetime Reserve		400	-	400
Pension Reserve		523	-	523
<b>Total</b>		<b>10,120</b>	<b>-5,441</b>	<b>4,679</b>

7.3 The Property Development Reserve was set aside to finance the costs of current and future refurbishment and development of the Authority estate. This fund was used to fund the new Huntingdon Community Fire and Rescue Station and Training Centre. Contributions will be made back into this reserve when the old Huntingdon site is sold.

7.4 The Financial Business Continuity Reserve has been increased using additional income from Business Rates. This reserve will be used to fund the additional pressure resulting from the agreed pay awards in the new financial year.

7.5 The Tactical Reserve was formerly the Community Safety Reserve. It is proposed that this reserve will be used by Heads of Group to fund specific projects and improvements across the Service. The award of funds will be subject to a business case.



## 8. Capital Programme

8.1 The final expenditure figures on the Capital Programme are detailed in the table below:

		Original Budget	Order Carry Forwards	Revised Estimate	Total Committed to Date	Actuals to Date
		£000's	£000's	£000's	£000's	£000's
Expenditure						
Vehicles	8.2	1,655	1,216	2,871	2,303	2,146
Land and Buildings	8.3	4,220	54	4,274	6,296	5,397
Equipment	8.4	269	169	438	416	341
IT and Communications	8.5	775	2	777	1,422	865
		6,919	1,441	8,360	10,437	8,749
Financing						
Capital Receipts		-543	0	-543	-849	-332
Loan/Borrowing		-3,019	0	-3,019	-1,651	-1,651
Application of Reserves		-3,000	-1441	-4,441	-6,934	-5,763
Revenue Contribution		-357	0	-357	-1,003	-1,003
		-10,477	-1,441	-8,360	-10,437	-8,749

8.2 This budget covers the purchase of operational and non-operational vehicles. The purchase of new vehicles is in line with the revised Fleet Strategy and Plan. It also considers the new sustainability strategy. The revised forecast provided for seven new fire appliances of which three were carried forward from the previous financial year. The Service has seen significant delays in replacing parts of its silver fleet with £226k of the carry forward budget relating to the prior year capital programme.

8.3 This budget covers the maintenance of existing properties and the remaining investment in the new Huntingdon site, which was funded from the Property Development Reserve.

8.4 The equipment expenditure budget relates to heavy rescue equipment, thermal cameras and defibrillators. The carry forward related to expenditure committed in the last financial year for new battery-operated cutting equipment that has now been purchased and rolled out.

8.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The purchase and implementation of the new ICCS and Mobilisation system is included within this budget.

- 8.6 The outstanding capital schemes that were started and not finished will be completed in 2023/24 financial year. The funding that has not yet been applied to these schemes will be drawn down at the appropriate time, after consideration has been given to the current Treasury Management Strategy. A separate report, detailing adjustments, will be presented to the Policy and Resources Committee later in the financial year, providing an update on the detailed position.

#### Source Documents:

Final Accounts working papers

#### Location:

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

#### Contact Officer:

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07786 023436

Category Desc	Paragraph	Original Budget	Virements	Revised Budget	Budget To Date	Actual To Date	Variance	Var %age
Grant/Precept Income		-£ 31,226,300	-£ 160,208	-£ 31,386,508	-£ 31,386,508	-£ 32,025,895	-£ 639,387	-2%
Carry Forwards		-	-£ 1,679,714	-£ 1,679,714	-£ 1,679,714	£ 275,686	£ 1,955,400	-116%
<b>CONTRIBUTIONS</b>		<b>-£ 31,226,300</b>	<b>-£ 1,839,922</b>	<b>-£ 33,066,222</b>	<b>-£ 33,066,222</b>	<b>-£ 31,750,209</b>	<b>£ 1,316,013</b>	<b>4%</b>
Full Time Firefighters		£ 13,156,160	£ 257,724	£ 13,413,884	£ 13,413,884	£ 13,766,356	£ 352,472	3%
Control Room Staff		£ 1,728,340	£ 11,293	£ 1,739,633	£ 1,739,633	£ 1,823,194	£ 83,561	5%
Local Govt. Employees		£ 3,467,743	-£ 53,524	£ 3,414,219	£ 3,414,219	£ 3,212,093	-£ 202,126	-6%
Senior Management (Hay)		£ 3,851,537	£ 358,970	£ 4,210,507	£ 4,210,507	£ 3,780,484	-£ 430,023	-10%
Recruitment & Training		£ 510,193	£ 130,157	£ 640,350	£ 640,350	£ 529,790	-£ 110,560	-17%
Fire Allowances		£ 682,720	£ 14,999	£ 697,719	£ 697,719	£ 723,069	£ 25,350	4%
<b>EMPLOYEE COSTS</b>	<b>5.1 - 5.2</b>	<b>£ 23,396,693</b>	<b>£ 719,619</b>	<b>£ 24,116,312</b>	<b>£ 24,116,312</b>	<b>£ 23,834,986</b>	<b>-£ 281,326</b>	<b>-1%</b>
Property Maintenance		£ 388,540	£ 46,681	£ 435,221	£ 435,221	£ 425,280	-£ 9,941	-2%
Insurance		£ 62,840	-	£ 62,840	£ 62,840	£ 52,073	-£ 10,767	-17%
Energy Costs		£ 358,710	£ 70,100	£ 428,810	£ 428,810	£ 472,092	£ 43,282	10%
Cleaning		£ 45,911	£ 2,676	£ 48,587	£ 48,587	£ 37,152	-£ 11,435	-24%
Rents & Rates		£ 714,020	-£ 56,291	£ 657,729	£ 657,729	£ 669,747	£ 12,018	2%
<b>PREMISES</b>	<b>5.3</b>	<b>£ 1,570,021</b>	<b>£ 63,166</b>	<b>£ 1,633,187</b>	<b>£ 1,633,187</b>	<b>£ 1,656,345</b>	<b>£ 23,157</b>	<b>1%</b>
Car & Cycle Allowances		£ 40,880	-£ 2,347	£ 38,533	£ 38,533	£ 36,569	-£ 1,964	-5%
Vehicle Running Expenses		£ 179,290	£ 688	£ 179,978	£ 179,978	£ 247,211	£ 67,233	37%
Vehicle Insurance		£ 172,260	-£ 14,640	£ 157,620	£ 157,620	£ 172,748	£ 15,128	10%
<b>TRANSPORT AND MOVEABLE PLANT</b>	<b>5.4</b>	<b>£ 392,430</b>	<b>-£ 16,299</b>	<b>£ 376,131</b>	<b>£ 376,131</b>	<b>£ 456,529</b>	<b>£ 80,398</b>	<b>21%</b>
Office Expenses		£ 317,281	-£ 11,674	£ 305,607	£ 305,607	£ 222,277	-£ 83,330	-27%
IT & Communications Equip.		£ 2,130,582	£ 238,159	£ 2,368,741	£ 2,368,741	£ 1,955,492	-£ 413,249	-17%
Fire Equipment		£ 266,700	£ 57,513	£ 324,213	£ 324,213	£ 375,046	£ 50,833	16%
Uniforms & Clothing		£ 390,720	£ 112,005	£ 502,725	£ 502,725	£ 356,933	-£ 145,792	-29%
Other Supplies & Services		£ 1,454,100	£ 403,487	£ 1,857,587	£ 1,857,587	£ 1,414,806	-£ 442,781	-24%
<b>SUPPLIES AND SERVICES</b>	<b>5.5</b>	<b>£ 4,559,383</b>	<b>£ 799,490</b>	<b>£ 5,358,873</b>	<b>£ 5,358,873</b>	<b>£ 4,324,554</b>	<b>-£ 1,034,319</b>	<b>-19%</b>
<b>CONTROLLABLE EXPENDITURE</b>		<b>£ 29,918,527</b>	<b>£ 1,565,976</b>	<b>£ 31,484,503</b>	<b>£ 31,484,503</b>	<b>£ 30,272,413</b>	<b>-£ 1,212,090</b>	
Other Income		-£ 1,473,197	-£ 244,039	-£ 1,717,236	-£ 1,717,236	-£ 1,706,609	£ 10,627	1%
Other Government Grants		-£ 1,963,039	-£ 297,494	-£ 2,260,533	-£ 2,260,533	-£ 2,710,517	-£ 449,984	-20%
<b>CONTROLLABLE INCOME</b>	<b>5.6</b>	<b>-£ 3,436,236</b>	<b>-£ 541,533</b>	<b>-£ 3,977,769</b>	<b>-£ 3,977,769</b>	<b>-£ 4,417,126</b>	<b>-£ 439,357</b>	<b>-11%</b>
<b>NET CONTROLLABLE EXPENDITURE</b>		<b>£ 26,482,291</b>	<b>£ 1,024,443</b>	<b>£ 27,506,734</b>	<b>£ 27,506,734</b>	<b>£ 25,855,287</b>	<b>-£ 1,651,447</b>	<b>-6%</b>
Debt Charges		£ 770,579	£ 606,872	£ 1,377,451	£ 1,377,451	£ 1,451,773	£ 74,322	5%
External Interest		-£ 90,000	-	-£ 90,000	-£ 90,000	-£ 175,896	-£ 85,896	-95%
<b>CAPITAL FINANCING</b>		<b>£ 680,579</b>	<b>£ 606,872</b>	<b>£ 1,287,451</b>	<b>£ 1,287,451</b>	<b>£ 1,275,878</b>	<b>-£ 11,573</b>	<b>-1%</b>
Pensions - Lump Sums		£ 766,140	-	£ 766,140	£ 766,140	£ 863,002	£ 96,862	13%
Operational Fire Budget		£ 3,297,290	£ 208,607	£ 3,505,897	£ 3,505,897	£ 3,748,991	£ 243,094	7%
<b>SAFETY-NETTED EXPENDITURE</b>		<b>£ 4,063,430</b>	<b>£ 208,607</b>	<b>£ 4,272,037</b>	<b>£ 4,272,037</b>	<b>£ 4,611,993</b>	<b>£ 339,956</b>	<b>8%</b>
<b>NET EXPENDITURE</b>		<b>£ 31,226,300</b>	<b>£ 1,839,922</b>	<b>£ 33,066,222</b>	<b>£ 33,066,222</b>	<b>£ 31,743,158</b>	<b>-£ 1,323,064</b>	<b>-4%</b>
<b>Grand Totals</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-£ 7,051</b>	<b>-£ 7,051</b>	

1	ACFO	Community Fire Safety	Paul Clarke/Odette Tattersall	FireBreak Course (ringfenced expenditure)	£4,887	Revenue
2	ACFO	CPLRF	Jane Ashwell	CPLRF (ringfenced expenditure)	£5,346	Revenue
3	ACFO	Control	Clare Smith	Internal verification course	£2,000	Revenue
4	ACFO	Control	Clare Smith	Projector and screen for Dogsthorpe	£2,000	Revenue
5	ACFO	Community Fire Safety	Rob Olivier	Smoke alarms	£25,000	Revenue
6	ACFO	Community Fire Safety	Rob Olivier	Community safety staff	£38,760	Revenue
7	ACFO	Community Fire Safety	Rob Olivier	Ultraguard misting units	£2,400	Revenue
8	ACFO	Resilience	Ed Miller	Personal protective equipment provision for high volume pump operators	£15,000	Revenue
9	ACFO	Resilience	Ed Miller	Continuous professional development for Resilience Team	£8,000	Revenue

1	DCEO	Business Performance	Nicola Smith	Training for new staff	£4,270	Revenue
2	DCEO	Application Support Group	Dave Reeson	CFRMIS move to Cloud	£15,000	Revenue
3	DCEO	Occupational Health	John Fagg	Replacement fitness equipment	£4,615	Revenue
4	DCEO	Business Development and Risk	Tamsin Mirfin	ESMCP Funding	£641,624	Revenue
5	DCEO	Business Development and Risk	Tamsin Mirfin	ESMCP Funding (travel and subsistence)	£5,248	Revenue
6	DCEO	ICT	John Fagg	Iphone replacement programme	£60,000	Revenue
7	DCEO	Media	Hayley Douglas	Ringfenced local resilience forum work	£5,000	Revenue
8	DCEO	Media	Hayley Douglas	Staff costs	£25,000	Revenue
9	DCEO	Finance	Ursula Bird	Scrap cars	£45,000	Revenue

10	DCEO	Finance	Ursula Bird	Delayed bulk clothing order	£95,000	Revenue
11	DCEO	Business Development and Risk	Tamsin Mirfin	Digital Development (STEP)	£50,000	Revenue
12	DCEO	Finance	Ursula Bird	Carbon reduction programme	£180,000	Revenue
13	DCEO	Finance	Matthew Warren	Performance related pay	£110,000	Revenue

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 15 June 2023

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## Pay Policy Statement 2023-24 - Update

### 1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with an updated Pay Policy Statement for 2023/24.

### 2. Recommendation

- 2.1 The Authority is asked to note the changes made to the current Pay Policy Statement, attached at Appendix 1, following the settlement of national pay negotiations.

### 3. Risk Assessment

- 3.1 Political – in recent years remuneration has increasingly come under the spotlight. In approving and publishing their policy, the Authority is demonstrating its commitment to transparency whilst being mindful of future changes to ensure flexibility of their approach toward remuneration levels.
- 3.2 Legislative – the Authority is now required to produce a Pay Policy Statement in accordance with the Localism Act 2011.

### 4. Background

- 4.1 Since financial year 2013/14 the Localism Act 2011 (s38) has required a relevant local authority to produce an annual pay policy statement. This follows Will Hutton's 2011 Review of Fair Pay in the Public Sector which has been a key driver for the Government's aim for greater transparency and value for money in terms of senior public sector pay.
- 4.2 Having been reviewed and strengthened in line with recommendations made following a Member-Led Review of Pay Policy in January 2014, the attached policy meets the legal requirements and clearly sets out the Authority's position in terms not only of its remuneration for Principal Officers but also other employees, including the lowest paid.

- 4.3 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Service to publish information relating to any gender pay gaps. Whilst compliant with this requirement, based on recommendations arising from an independent 2019 equal pay audit and subsequent approval from the Authority, the Service implemented a new management band pay structure for professional support service roles in 2020. This action further demonstrates our commitment to best practice, equality and transparency.
- 4.4 Members, whilst aware that national pay negotiations continued, approved a Pay Policy Statement for 2023/24 at their meeting on 10 February 2023 (Minute 66 of the meeting refers). The statement was based on known information at that time and published in the interests of transparency.
- 4.5 On 6 March 2023, the NJC announced that it had agreed a 7% pay increase for Grey Book employees backdated to 1 July 2022 as well as a 7% increase to continuous professional development payments (NJC/1/23 and NJC/2/23 refer). These increases have now been included in Appendix 1.
- 4.6 At the same time as announcing the pay award for 2022 the NJC also confirmed that the pay award for 2023 had been agreed for Grey Book employees; 5% for both pay and continuous professional development payments with effect from 1 July 2023 (NJC/3/23 and NJC/4/23 refer). This data will form part of the next Pay Policy Statement.
- 4.7 Against a backdrop of uncertainty over government cuts and funding streams the Service continues to proactively monitor and report on the national landscape whilst working with key stakeholders to ensure its financial plans are as robust as possible.

## Source Documents:

Localism Act 2011  
NJC Circulars 2023

## Location:

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

## Contact Officer:

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Deputy Chief Executive Officer  
01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)



## **PAY POLICY STATEMENT 2023/24**

### **Introduction**

This statement of Pay Policy is provided in line with Section 38(i) of the Localism Act 2011 and is authorised by Cambridgeshire and Peterborough Fire Authority.

### **Purpose**

The purpose of this statement is to provide transparency to the Pay Policy adopted by Cambridgeshire Fire and Rescue Service.

### **Accountability**

The Fire Authority is responsible for establishing the Pay Policy for the employees of Cambridgeshire Fire and Rescue Service.

The Fire Authority is directly responsible for reviewing the pay structure for Principal Officers.

The Chief Fire Officer has delegated responsibility to establish appropriate grading and salaries for all other employees of Cambridgeshire Fire and Rescue Service.

### **Pay Negotiating Bodies**

The Authority applies the annual pay settlements negotiated by the:

- National Joint Council for Local Government Services;
- National Joint Council for Local Authority Fire and Rescue Services;
- National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services.

The Authority undertakes negotiation with its recognised representative bodies on local agreements which affect the terms and conditions of its employees and which may include agreement of local allowances.

The representative bodies recognised for negotiating purposes are the:

- Fire Brigades Union;
- Fire Officers Association;
- Fire Leaders Association;
- Fire and Rescue Services Association;
- UNISON.

### **Section One - General Pay Policy**

- 1.1 The Authority applies the pay scales adopted by the respective National Joint Councils (NJC) for all its employees up to the level of Principal Officer.
- 1.2 Local pay arrangements for Principal Officers are established through the provisions of the NJC for Brigade Managers of Local Authority Fire and Rescue Services and are reviewed bi-annually by the Fire Authority. Further details are set out in Section 2.

- 1.3 The number and level of roles within the Service are determined by the Fire Authority on advice from the Chief Fire Officer.
- 1.4 Pay Policy reflects the different roles, duties and responsibilities undertaken by service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through a job evaluation process (professional support services employees).
- 1.5 Pay Policy reflects adherence to the principle of “equal pay for work of equal value”. Since April 2018 the Service has complied with the requirements of the Equality Act 2010 and reported on any gender pay gaps; it will continue to do this annually and is committed to taking relevant action to reduce any such gaps.
- 1.6 In applying its policy, the Authority will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.

#### Generic Pay Information

##### 1.7 Pay multiples

The idea of publishing the ratio of the pay of an organisation’s top earner to that of its lowest earner has been recommended in order to support the principles of Fair Pay (Will Hutton 2011) and transparency.

The current lowest ratio is 1:8.12; this will be monitored each year within the Statement of Pay Policy.

### **Section Two - Pay Policy for Principal Officers**

#### 2.1 General Principles

- 2.1.1 National pay awards negotiated by the NJC for Brigade Managers of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost of living increase.
- 2.1.2 The Performance Review Committee undertakes an annual review of performance, in accordance with the performance system in place for Principal Officers (Chief Fire Officer, Deputy Chief Executive and Assistant Chief Officer). Members of this Committee agree a series of objectives at the start of the financial year; these objectives are formally assessed by the Committee at the end of the financial year.
- 2.1.3 Performance related pay for Area Commanders was paid in 2022/23 at a rate of 4% of their basic pay plus flexi and Group Commanders were paid 3% of their basic pay plus flexi, weekend resilience and positive hours.

## 2.2 Establishing the Pay of the Chief Fire Officer

2.2.1 The base salary for the Chief Fire Officer role at Cambridgeshire Fire and Rescue Service is currently set at £164,596 per annum. This is established through a local pay review, details of which are set out below.

2.2.2 Additionally a car is provided for operational and business use and where applicable, pension contributions are paid at the appropriate rates as detailed in Paragraph 3.7.1.

## 2.3 Local Pay Review

2.3.1 In 2008 the Authority, through its Performance Review Committee, approved a methodology for the review of Principal Officer pay based upon a comparator for the role of Chief Fire Officer. The review compared the pay levels of fire and rescue authorities and established a benchmark salary. This was updated in 2016 when the current Chief Fire Officer was appointed.

## 2.4 Other Principal Officer Pay

2.4.1 The Authority has established a policy that Principal Officer roles below that of Chief Fire Officer are paid as follows:

- Deputy Chief Executive - £143,504
- Assistant Chief Fire Officer - £133,584

Salaries of newly appointed Officers will be reviewed and determined in line with the conditions of the local pay review.

## 2.5 Publication of Principal Officer Pay

2.5.1 Details of Principal Officer Pay are published on the Cambridgeshire Fire and Rescue Service internet site and can be found by clicking on the section Home – Transparency – Senior Officer Pay.

## 2.6 Principal Officer – Internal Pay Comparators

2.6.1 In 2022/23, the lowest paid role within the Service was £20,258 (full time equivalent); the highest paid role within the Service was £164,596. The Service does not have a policy of direct correlation between the highest and lowest paid roles (it does not apply a pay multiple in establishing Principal Officer pay).

2.6.2 The ratio of pay between the highest paid employee of the Service is set out in Paragraph 1.7 above.

2.6.3 The pay, including rota allowances, of the most senior officer below Principal Officer (Area Commander) is 52% (with CPD) of Chief Fire Officer pay.

2.6.4 The pay of the most senior professional support services role below Principal Officer is 41% of Chief Fire Officer pay.

2.6.5 It should be taken into account that the salaries of Principal Officers and other flexible duty officers include an allowance for the associated additional responsibility and hours of work required to provide duty cover on a 24/7, 365 basis.

## **2.7 Severance Payments**

- 2.7.1 Principal Officers are subject to the same severance arrangements as other service employees; these are set out in more detail in Section 6.

## **Section Three - Pay Policy for Firefighters**

- 3.1 This policy applies to wholetime and On-Call firefighters and combined control staff.
- 3.2 National pay awards negotiated by the NJC for firefighters of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. In March 2023, the Service received notification from the NJC that it had agreed a pay increase of 7% effective from 1 July 2022.
- 3.3 Pay is based upon the role undertaken and the stage of competence of each individual for example, trainee, in development and competent.
- 3.4 A formal assessment of individuals is undertaken at each stage of development before moving to the next salary level. Maintenance of competence is a requirement at all levels of the Service and is reviewed annually.
- 3.5 Progression between roles is subject to a competitive selection process.

### **3.6 On-Call Duty System**

- 3.6.1 Employees employed on the On-Call duty system are paid an annual retaining fee based on their availability and receive subsequent payments based on attendance at incidents and other activity including attendance at drill nights, disturbance fees, turnout fees, attendance and training fees, other authorised duties and compensation for loss of earnings. All payments are made in line with nationally agreed pay scales and rates.

### **3.7 Other Allowances and Payments**

- 3.7.1 Pension contributions. The Service makes an employer contribution to the Firefighters Pension Scheme 2015 of 28.8% of salary. The employee made a contribution in 2022/23 of between 11% and 14.57% of pensionable pay for the scheme. Combined control staff contributions are detailed at Paragraph 4.7.1.
- 3.7.2 Flexible duty payment. Under national conditions of service, a flexible duty payment is made to Station Commanders, Group Commanders and Area Commanders who provide flexible duty cover on a 24/7 rota basis and who are available to attend emergency incidents when required and provide Duty Officer cover. This is paid at an allowance of 20% of base salary.
- 3.7.3 Area Commander rota payment. Under local arrangements, Area Commanders are paid an additional 9% for additional responsibilities carried out under their shared operational duties rota with Bedfordshire Fire and Rescue Service.
- 3.7.4 Acting up. An allowance is paid on a daily basis where employees temporarily undertake the duties of a higher graded role. This is paid at the rate applicable to the role being undertaken; employees must be qualified to undertake the higher level role.
- 3.7.5 Overtime rates. These are paid for roles below Station Commander at time and a half or double time on public holidays or time may be granted in lieu at the appropriate enhanced

rate. We also pay pre-arranged overtime which would be at single time for Cambridgeshire Fire and Rescue Service meetings and voluntary development training courses or overtime rates for mandatory critical need courses.

3.7.6 Detachments. We pay overtime for travelling time for standby duties (when operational employees are required to provide cover at other stations) based on a matrix depending on station travelled to.

3.7.7 Recall to duty. These are paid at a minimum of three hours at double time rates.

3.7.8 Continuous Professional Development Payment (CPD). Under national conditions of service, a CPD payment is approved annually on an individual basis for employees with more than five years of service (since attaining competence in role). It is an annual payment of £658 for wholetime and for On-Call it is pro-rata based on availability (100%/75%/50%/25%). The payment is made by application and authorised at middle or senior management level. To be eligible, an individual must demonstrate evidence of CPD over and beyond that required for competence and have a good attendance, performance and disciplinary record.

3.7.9 Additional Responsibility Allowance (ARA). We pay Training Centre employees 5% of basic pay (non pensionable) for providing weekend training courses. We also pay Officers with a HDIM qualification £500 per annum (paid monthly) and firefighters with the 'Safe to Ride' qualification £500 per annum (paid monthly). We pay On-Call Watch Commanders for additional administration duties, equivalent to one hour per week (paid monthly).

3.7.10 Local resilience payment. A local payment is made for employees, at Station/Group Commander level, volunteering to provide operational cover for periods when the Service struggles to provide an operational response owing to external factors for example, industrial action. Current payments are £1082.95 per person per annum.

3.7.11 Travel allowance. A local allowance to cover additional travel costs when an operational employee is compulsorily transferred to another work base including substantive and temporary promotion. A payment is made of the difference in mileage undertaken and is paid for four years (compulsory transfer). We also pay our professional support service employees an excess travel payment for the mileage as well as a travelling time allowance.

3.7.12 Reimbursement of medical fees. This only applies to employees whose service commenced before November 1994. The reimbursement of fees covers dental, optical and prescription fees and is paid at NHS rates.

3.7.13 Holiday Pay. Any entitlement to holiday pay will be paid annually.

#### **Section Four - Pay Policy for Professional Support Services Roles**

4.1 This policy applies to employees covered by the NJC for Local Government Services and includes all non-operational staff.

4.2 National pay awards negotiated by the NJC for Local Government Services are applied by the Authority on an annual basis and represent a cost of living increase. For 2022/23 the NJC for Local Government Services agreed an uplift of £1,925 per full time employee be applied; pro-rata for part time employees.

4.3 The pay structure for non-management band professional support staff is aligned to a spinal column point system. Spinal column points are configured into groups to provide incremental

pay points. The incremental rises occur on 1 April and employees progress incrementally through their respective grade until they reach the maximum point.

- 4.4 In 2020, Cambridgeshire Fire and Rescue Service implemented a new management band pay scale for professional support staff in order to replace the previous wide and significantly overlapping management pay bands with narrower bands which have no overlap and even, incremental steps, with an equal number of steps within each grade. The new management band pay structure resulted from the recommendations of an independent equal pay audit undertaken in 2019. Movement along the existing pay grade is not automatic but depends on assessment against prevailing market rates for similar roles and must be authorised by the Deputy Chief Executive. A 5% pay award was applied by the NJC for Local Government Services from 1 April 2022 to 31 March 2023.
- 4.5 Starting salary for non-management band roles may be uplifted along the incremental structure if experience and knowledge warrant this approach. Starting salary on management band scales (which each cover 16 scale points) may exceptionally be uplifted beyond the top of the lower quartile, if experience and market pressures warrant this, at the discretion of the relevant Chief Officer. Where this is the case, justification will be recorded by the recruitment team. Movement between grades is through a competitive selection process.
- 4.6 Cambridgeshire Fire and Rescue Service apply the Hay analytical job evaluation process that systematically ranks each job objectively and fairly. The Hay Group evaluation system is a recognised best practice, non-discriminatory method of ranking jobs against a predetermined scale. The evaluation process assesses all roles and allocates an appropriate grade according to the duties and responsibilities undertaken. A review of the grading of a role is undertaken where permanent, substantial and material changes have increased the level of duties and responsibilities attached to the role. Any substantive changes to grade or pay scale must be authorised by the Deputy Chief Executive.

#### **4.7 Other Allowances and Payments**

- 4.7.1 Pension contributions. The Service makes an employer contribution of 18.6% of salary for all members of the Local Government Pension Scheme. The employee will make a contribution of between 5.5% and 12.5% of pensionable pay depending on their salary band.
- 4.7.2 Additional responsibility. An allowance, at the discretion of the Deputy Chief Executive, may be requested and paid if an employee is required to fill a higher level role.
- 4.7.3 Honorarium. A discretionary payment may be made, with the approval the Deputy Chief Executive, for duties undertaken outside of the normal job requirements for an extended period of time.
- 4.7.4 On-Call. Employees required to attend work outside of normal office hours or to be on-call are paid an allowance depending on the nature of the arrangements.
- 4.7.5 Disturbance. An allowance is paid when an employee is required to move work location (see also Paragraph 3.7.11).
- 4.7.6 Holiday Pay. Any entitlement to holiday pay will be paid annually.

### **Section Five - Policy on Re-engagement and Pension Abatement**

- 5.1 This applies where individuals retire from the Service, draw pension benefits and are subsequently re-engaged into the same or other role with Cambridgeshire Fire and Rescue Service. The policies set out below apply to all employees; re-engagement of Principal Officers is subject to Fire Authority consideration and approval.
- 5.2 The Service operates a Re-engagement Policy, which has been authorised by the Authority, for operational employees. This permits re-engagement if there is a tangible benefit for public safety. During any period of re-engagement the employee has full abatement of pension i.e. when combined with salary their pension cannot make them earn more than they did in their previous role. This complies with the provisions of the Firefighters Pension Scheme and is in accordance with the revised National Framework for England.
- 5.3 The Service operates a Flexible Retirement Policy for employees in the Local Government Pension Scheme which allows employees to take their pension benefits and be re-employed on reduced hours or at a lower grade without abatement of pension. This complies with the provisions of the Local Government Pension Scheme.
- 5.4 Where employees who have taken retirement benefits (either as former service employees or employees of another public sector organisation) apply for a professional support services role with Cambridgeshire Fire and Rescue Service as part of a competitive selection process and are successful, abatement of pension could be applied.

## **Section Six - Severance Payments**

- 6.1 In the event of redundancy, the Service applies statutory redundancy payments under the provisions of its Redundancy Policy. This applies to both compulsory and voluntary redundancy situations. All relevant legislative requirements are adhered to.
- 6.2 In 2022/23 there were three settlement agreements, when the employment of an employee was terminated by the Service, or in settlement of a claim. Such agreements are subject to confidentiality clauses.

### Early Payment of Pension Benefits

- 6.3 Under the provisions of the Local Government Pension Scheme employees aged over 55 who are made redundant, or who are retired from Service on the grounds of efficiency, are awarded early payment of pension benefits.
- 6.4 In this case, a charge is made against the Fire Authority by the pensions fund; this is referred to as actuarial strain.
- 6.5 In 2022/23 the Service had one agreement for the early payment of pension.





To: Cambridgeshire and Peterborough Fire Authority

From: Monitoring Officer – Ms Shahin Ismail

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

Date: 15 June 2023

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## Independent Remuneration Panel report on Members allowances

### 1. Purpose

- 1.1 The purpose of this report is to present, for consideration, the Independent Remuneration Panel (IRP) findings on Members allowances and to make a new scheme of allowances.

### 2. Recommendations

- 2.1 The Authority is asked to:

- 2.1.1 consider the IRP report, attached at Appendix 1 and determine whether to accept the recommendations as they stand or with amendments or alternatively to make a different scheme altogether,
- 2.1.2 confirm the date on which the new scheme will come into effect, thereby formally revoking the existing Members' Allowances Scheme with effect from that date,
- 2.1.3 authorise the Monitoring Officer to prepare a new scheme to reflect the outcome of the Authority's deliberations and take any consequential action arising from them.

### 3. Risk Assessment

- 3.1 Legal – the Authority is required under the Local Authorities (Members' Allowances) (England) Regulations 2003 to put in place a compliant scheme for the payment of allowances to its Members. Failure to do so would place the Authority in breach of its legal duty.
- 3.2 Political – the Scheme of Allowances must be published and should be set with regard to recommendations made by an independent review panel or other agreed mechanism.

- 3.3 Economic – the Authority has duties to ensure it complies with legislation and that such a scheme is managed efficiently, effectively and cognisant of any employee pay awards and index linking.

#### 4. Background

- 4.1 As alluded to at Paragraph 3.1 above, the Authority is required to make a scheme of allowances for its appointed Members. The process for making and reviewing such schemes is strictly regulated in order to ensure that the public can have confidence in the independence, openness and accountability of the process involved. At the heart of this process is the requirement that the Authority scheme is reviewed every four years by an independent, appropriately qualified entity.
- 4.2 At its meeting in February 2023 the Authority approved the appointment of an IRP to review the scheme of allowances, noting the associated costs. At the same time, it also agreed to extend the existing scheme until the outcomes of the IRP were known and agreed (Minute 68 of the meeting refers).
- 4.3 During March 2023 the IRP carried out the review and in preparing its report considered all aspects of the existing scheme, including the structure of the scheme, the level of allowances paid and the circumstances in which allowances may be claimed. It also considered some comparative data from other organisations within the sector.
- 4.4 The full report is attached at Appendix 1.

#### 5. Key Implications of the IRP Report

- 5.1 **Confirming the one special responsibility allowance (SRA) only rule** – the current scheme provides for an SRA to be made payable to Members involved in ad hoc additional responsibilities, as defined by the Policy and Resources Committee and an SRA payable for Members sitting on Type Three Project Boards. The IRP recommends that both these are withdrawn and replaced by a single, easier to understand and administer allowance for Members that are asked to take on additional responsibilities.
- 5.2 **Indexation of allowances** – the IRP recommends that the scheme is indexed to the annual employee percentage salary increase and that it is implemented from the date of the Authority's annual meeting for the year that the index applies to staff. The IRP further recommends that the indices are utilised for four years from the date of the annual meeting or until the Authority requires a further review whichever is sooner. This means that any approved scheme would run from June 2023 until June 2027.
- 5.3 **Subsistence allowances** – the IRP commented that the subsistence rates appeared very low and that they should be addressed outside of their review. The rates applied are set by HMRC and are the same as those paid to Officers. Should they be changed there will be (complicated) tax implications

for claimants and therefore it is not proposed that a separate review is initiated.

- 5.4 **Overall budget implications** - the recommendations will see a modest increase in the full range of allowances currently paid by the Authority to its Members. As any pay increase for (Green Book) employees has not yet been agreed, at the time of writing and based on the current structure, the scheme will cost £88,589, an increase of £3,657 (excluding travel and subsistence claims and any SRA's) in financial year 2023/24. This modest increase can be accommodated within the existing budget.
- 5.5 All 17 Members of the Authority were given the opportunity to complete a questionnaire with nine responses received. The IRP took these views into account in its final report.

## Source Documents:

Fire Authority Minutes - various

## Location:

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

## Contact Officer:

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

**The Independent Review  
of  
Members' Allowances  
for the  
*Cambridgeshire and Peterborough Fire Authority***

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**A Report  
by  
East of England LGA  
Mark Palmer  
March 2023**

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## **Foreword**

This is an independent review of Members' Allowances for Cambridgeshire and Peterborough Fire Authority.

This review was commissioned to provide recommendations on the number and level of allowances. In line with good practice, the Authority has chosen to seek independent advice that has followed the principles undertaken by the statutory independent remuneration panels (or IRPs) that are required to review the allowances' schemes of the nominating councils at least every 4 years.

The recommendations of the Members Allowances Review are evidence based, respond to the current structure and are underpinned by a logical construct that is transparent, easy to understand and that will stand up to scrutiny.

**Mark Palmer**  
**Development Director**  
**East of England LGA**

**March 2023**

## Executive Summary

Post	Formula	Numbers Payable	Level Payable
All Fire Authority Members		17	£2,724.57
Chair	5 x Basic Allowance	1	£13,622.85
Vice Chair	75% of Chair	1	£10,217.14
Fire Authority Leader of the Group	Basic Allowance plus 1/17 <sup>th</sup> of the Chair per Group Member (£801.34)	1	£2,724.57 plus £801.34 per Group Member
Chair, Policy and Resources Committee	40% of Chair	1	£5,449.14
Chair, Overview and Scrutiny Committee	40% of Chair	1	£5,449.14
For ad-hoc additional responsibilities as defined by the Policy and Resources Committee			SRA Withdrawn
Members Sitting on Type 3 Project Boards			SRA Withdrawn
Additional Special Responsibilities on Task Groups or Project Boards	10% of Chair	0	£1,362.29
<b>Basic Allowance</b>		<b>17</b>	<b>£46,317.69</b>

**It is also recommended that:**

**Confirming the ‘1-SRA only’ rule**

The 1-SRA only rule be maintained and specified in the Cambridgeshire and Peterborough Fire Authority Members’ Allowances scheme.

**Travel and Subsistence Allowances**

The maximum rates for which travel, and subsistence allowances can be claimed remain unaltered, subject to any future indexation that may be applicable.

**Claiming Travel and Subsistence Allowances**

All Members are required to claim for any relevant travel and subsistence allowances directly from Fire Authority. It is further recommended that any claims that are received through a Members’ nominating council will not be paid.

**Approved Duties: Outside Bodies and Travel and Subsistence Allowances**

The Members’ Allowances scheme clarifies those outside bodies for which Members can claim directly for travel and subsistence allowances and those for which Members have to claim from the Authority.

**Indexation of Allowances**

The following indices are applied to the specified allowances:

- **Basic Allowance and SRAs:**
  - Indexed to the annual local government percentage salary increase, (known as the National Joint Councils’ agreement) to be implemented from the date of the Authority’s Annual Meeting for the year that the index applies to staff.
  
- **Travel and Subsistence:**
  - **Mileage Allowances:**
    - Indexed to HMRC rates.
  
  - **Subsistence Allowances:**
    - Maximum rates payable indexed to the same rates that apply to Officers.

It is further recommended that the indices recommended in this review are utilised for four years from the date of the Annual Meeting, or until the Authority requires a further review whichever is sooner.





# **The Independent Review of Members' Allowances for the *Cambridgeshire and Peterborough Fire Authority***

## **The Regulatory Context and Paying Regard to Nominating Councils**

1. This independent review of the Cambridgeshire and Peterborough Fire Authority (C&PFA or the Authority) Members' Allowances Scheme has been conducted in accordance with the sections 1-3 of the *Local Authorities (Members' Allowances) (England) Regulations 2003* (SI 1021) (or 2003 Regulations) as they apply to Combined Fire Authorities (or CFAs). While the 2003 Regulations permit C&PFA, like principal councils, to determine its own scheme of allowances, unlike principal councils, it is not required to maintain an independent remuneration panel (IRP) to provide advice.
2. Instead, the 2003 Regulations require that before a joint authority:

*Makes or amends a scheme that authority shall have regard to the recommendations made by any independent remuneration panels in relation to ... [the nominating councils].<sup>1</sup>*
3. In effect, the IRPs for the nominating councils, by acting as proxies, are how the allowances' schemes of joint authorities are derived. Thus, the requirement to pay regard to the recommendations of allowances' reviews in the nominating or appointing councils is taken to mean the actual allowances' schemes that are in place, which in turn arise out of the recommendations of their local remuneration panels.
4. **This review, through its consideration of the wider evidence and in its deliberations, has fulfilled the Authority's regulatory requirement to pay regard to the allowances' schemes arising out of the recommendations of the statutory independent remuneration panels for the nominating councils.**

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<sup>1</sup> *The Local Authorities (Members' Allowances) (England) Regulations 2003* (SI 1021), 19 (2), May 2003.

## **The Review**

5. The C&PFA appointed the following to undertake the review:
- Mark Palmer, East of England LGA (Chair)
  - Amanda Orchard- local resident
  - Ged Dempsey- local resident

The Panel Members were also Members of the Independent Remuneration Panels for the two- nominating Councils; Cambridgeshire County Council and Peterborough City Council.

6. The Review was supported and serviced throughout by the following Officer:
- Deb Thompson – Scrutiny and Assurance Manager

## **Terms of Reference**

7. The terms of reference as determined by the Authority for this independent review are to conduct a full review of the Members' Allowances' Scheme for C&PFA.
8. Specifically, the review will consider and make recommendations to the Authority on the following:
- (i) The level of Basic Allowance
  - (ii) The range and levels of the Special Responsibility Allowances (SRAs), taking in to account the full range of duties expected of various post holders, with specific reference to the following posts:
    - a. Chair of the Authority
    - b. Vice Chair of the Authority
    - c. Fire Authority Leader of the Group
    - d. Chair of Policy and Resources Committee
    - e. Chair of Overview and Scrutiny Committee
    - f. Additional Special Responsibilities for designated Task Groups and Project Boards
  - (iii) The terms and conditions and rates at which Members can claim travel and subsistence allowances.
  - (iv) Whether any of the allowances should be indexed and if so, what index should be applicable.
  - (v) Implementation of the new scheme.

9. The review should also be in accordance with the requirements of the Local Government Act 2000 and the subsequent 2003 Regulations and accompanying 2006 Statutory Guidance as they apply to joint authorities.
10. Furthermore, in arriving at its recommendations the reviewer has considered:
  - (i) The current structure of the Fire Authority,
  - (ii) The views of elected members, both oral and in response to the questionnaire,
  - (iii) Members' Allowances' schemes in other comparable fire authorities.

## **Methodology and Approach**

11. The Panel met via MS Teams on the following dates:
  - 14<sup>th</sup> March 2023
  - 15<sup>th</sup> March 2023
  - 16<sup>th</sup> March 2023
12. The interview sessions were undertaken to meet and hear from a range of Members and Officers including the Chief Fire Officer (CFO). The meeting with the CFO was to obtain briefings and background information on the current and future challenges for the Authority and the impact on the workload of Members. Further sessions were held with the Deputy Chief Executive Officer (DCEO) and the Monitoring Officer (MO).
13. The meetings with Members were to obtain a qualitative sense of their roles and responsibilities. The meetings were also used to get the Members' perspective on the impact of the governance structure in respect of individual roles and the overall corporate impact. The Panel used a structured interview process to ensure that a similar range of questions was put to each interviewee. The interviews were also discursive, in that statements and views expressed were taken to their logical conclusion, thus posing not simply questions, but also positions for Members to consider for their validity and robustness.<sup>2</sup>
14. For benchmarking purposes, the allowances' schemes of all CFAs have been reviewed (see Appendix 3 for summary). As per statutory requirements, regard has been paid to the allowances' schemes in the two nominating councils.

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<sup>2</sup> See Appendix 1 for list of all Members and Officers consulted.

## **Key Messages and Comments: Placing the Review in Context**

### **The Key Message from Member Feedback**

15. There were a range of views and recommendations from Members. All seventeen Fire Authority Members were given the opportunity to complete a questionnaire, nine responses (53%) were received. An analysis of the questionnaire findings is attached as Appendix 2. The analysis of the questionnaire responses and individual interviews recognised that their allowances were fine, 62% of respondents to the questionnaire felt that the Basic Allowance was appropriate.

### **Recognising the current economic context and role of review**

16. The recommendations for 2023/24 need to have the support of the Authority as the Members make the final decision on their scope and levels of remuneration. Consequently, Members felt it was important that for the recommendations to be accepted they must stand up to public scrutiny.

### **Recalibrating the recommended Basic Allowance**

17. The Basic Allowance is to recognise the time commitment of all Members. It is paid to recompense for the roles that are common to all Members regardless of whether they hold a position of responsibility or not. It is also intended to cover “incidental costs” that Members incur in carrying out their duties.

### **The Public Service Discount**

18. In the nominating councils IRPs usually discount a proportion of the time requirement (typically between 30% - 50%) to recognise the voluntary element to be an elected member, often termed the ‘public service discount’. However, it is not normal practice to apply a public service discount to the Basic Allowance for members of joint authorities. The Basic Allowance they receive through their nominating councils is already subject to a public service discount.
19. Consequently, no public service discount should be applied to the Basic Allowance.

### **The Rate of Remuneration**

#### **Basic Allowance for 2023/24**

20. The Basic Allowance has now been calibrated to reflect the current time expectation and the Panel are of the view that this should be based on the Basic Allowances of the two nominating Councils, Cambridgeshire County Council and Peterborough City Council.

21. The Basic Allowance for the two nominating Councils is set out in Table 1.

**Table 1: Basic Allowance - Nominating Councils 2022/23**

<b>Council</b>	<b>Basic Allowance</b>
Cambridgeshire County Council	£11,133.53
Peterborough City Council	£10,663
<b>Mean</b>	<b>£10,898.27</b>

22. Following the structured interviews, the Panel was of the view that the Basic Allowance for the Fire Authority should be based at a percentage of the mean Basic Allowance for the two nominating Councils.
23. The Panel was of the view that the Basic Allowance should be 25% of the mean Basic Allowance of the two nominating Councils, 25% of £10,898.27.
24. **Consequently, it is recommended that the annual Basic Allowance (2023/24) should be £2,724.57, subject to any future indexation that may be applied.**

### **The Chair's SRA**

25. The Chair continues to chair the full authority.
26. The Chair is the leader of the largest group on the Authority. Although the Authority works on a more collaborative than party political basis, being Leader of the largest group is also recognised as being part of the role of being C&PFA Chair and should be recognised as a major aspect of the role.
27. In arriving at the current SRA, the Panel have adopted a factor approach – which is specifically suggested by the 2006 statutory guidance. It states:

*One way of calculating special responsibility allowances may be to take the agreed level of basic allowance and recommend a multiple of this allowance as an appropriate special responsibility allowance for either the elected mayor or the leader.<sup>3</sup>*

28. Although the guidance is referring to Leaders and elected mayors of principal councils the guidance is just as applicable to CFAs. It is a common approach that is readily understood. The current factor used is 5 times the recommended Basic Allowance on the basis that it reflected the typical

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<sup>3</sup> See 2006 Statutory Guidance paragraph 76.

differential between the Basic Allowance and Chair's responsibility and time commitment to the role.

29. Multiplying the recalibrated Basic Allowance (£2,724.57) by a factor of 5 x, the proposed Basic Allowance would lead to an SRA of **£13,622.85**.
30. The Chair of the Fire Authority has a key role in respect of the internal leadership role and external role in representing and promoting the Authority. The Chair also has a key strategic role that was reflected as part of interview process.
31. **Consequently, the recommendation is for the Chair's SRA to be £13,622.85 subject to any indexation that may be applied. The calculation is based on a continued factor of 5 x the Basic Allowance.**

### **The Other SRAs – The Pro Rata Approach**

32. In line with the approach suggested by the 2006 Statutory Guidance the recommended SRAs have been arrived at by following the following approach:

*A good starting point in determining special responsibility allowances may be to agree the allowance which should be attached to the most time-consuming post on the Council (this maybe the elected mayor or the leader) and pro rata downwards for the other roles which it has agreed ought to receive an extra allowance.<sup>4</sup>*

33. This is also known as the 'pro rata' approach. It has the advantage of being simple and readily understood, particularly by Members as it is also the approach adopted by the IRPs in the two nominating Councils.

### **The Vice Chair**

34. The Vice Chair's SRA is currently arrived at by assessing it at 75% of the Chair's recommended SRA. The Vice Chair has a significant role and is expected to stand in for the Chair when necessary.
35. The Vice Chair is there to function as a sounding board for the Chair and provide a strategic view and support for the Chair.
36. **Thus, the recommended annual SRA for the Vice Chair should continue to be at 75% of the Chair's allowance, £10,217.14; subject to any indexation that may apply.**

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<sup>4</sup> See 2006 Statutory Guidance, paragraph 76.

### **Fire Authority Leader of the Group(s).**

37. The Fire Authority Leader of the Group(s) currently receive an SRA based on the Basic Allowance and an additional per Member rate based on the Chair's SRA. The role of Fire Authority Group Leader is similar to an opposition group member receiving an SRA in a nominating Council. However, the nomenclature is somewhat misleading as they don't necessarily replicate the role as normally understood in nominating councils. The nature of a CFA is such that all members have an overriding interest in ensuring the most effective fire safety and protection for the area's residents within the resources available.
38. No representation was received to indicate that the current SRA for the Fire Authority Leader of the Group(s) require any change. **The recommended SRA for the Fire Authority Leader of the Group(s) is the Basic Allowance, £2724.57 plus a per Group Member Rate of 1/17<sup>th</sup> of the Chair's allowance (£801.34) per Group Member. This will be subject to any indexation that may be applied.**

### **Chair of the Policy and Resources Committee and Chair of the Overview and Scrutiny Committee.**

39. The Panel was of the view that the Chair of the Policy and Resources Committee and Chair of the Overview and Scrutiny Committee continue to have a significant role that warrants a Special Responsibility Allowance. The SRA's for both roles are at 40% of the Chair's role and the Panel received no feedback or responses during the interviews that this rate should change.
40. **The Panel therefore recommends that the Chair of the Policy and Resources Committee and the Chair of the Overview and Scrutiny Committee should continue to receive an SRA of 40% of the Chair's allowance, £5,449.14. This will be subject to any indexation that may be applicable.**

### **Additional Special Responsibilities on Task Groups and Project Boards**

41. Currently, the allowance scheme provides for SRA's payable to Members involved in ad-hoc additional responsibilities as defined by the Policy and Resources Committee at a rate of £53 per month. In addition, an SRA is payable for Members sitting on Type Three Project Boards at a rate of £1,071.93 per annum.
42. The Panel was of the view that these two allowances should both be 'withdrawn' and replaced by a single easier to understand and administer allowance for Members who are requested to take on additional responsibilities on Task Groups or Project Boards.



43. **Any Project Board or Task Group that is set up that requires Member involvement, the Member should receive an SRA (pro-rated) for the duration of the Project Board or Task Group. The Panel was of the view that the SRA should be at the rate of 10% of the Chair's Allowance, £1,362.29. This will be payable on a pro-rata basis for the duration of the Member involvement on the Project Board or Task Group. The SRA is subject to the '1-SRA only' rule and any indexation that may apply.**

#### **Confirming the '1-SRA only' rule**

44. Currently, the Members' Allowances' scheme specifies that a member who holds more than one remunerated post is eligible to receive one SRA only, normally it would be the higher SRA. While the 2003 Regulations do not prohibit members from receiving more than 1 SRA, it is a condition that is normally placed in Members' Allowances' schemes, dependent on whether they are principal or joint authorities. The two nominating councils specify in their Members' Allowances' scheme that regardless of remunerated posts held only 1 SRA is payable.
45. **It is recommended that the 1-SRA only rule be maintained and specified in the C&PFA Members' Allowances scheme.**

#### **Travel and Subsistence Allowances**

46. **It is recommended that the maximum rates for which travel and subsistence allowances can be claimed remain unaltered, subject to any future indexation that may be applicable.**

#### **Indexation of Allowances**

47. This review is obliged to fulfil the statutory requirements and recommend whether any indices should apply and if so, which indices should be used.
48. **It is recommended that the following indices continue to be applied to the specified allowances:**
- **Basic Allowance, SRAs and IP remuneration:**
    - Indexed to the annual local government percentage salary increase, of the National Joint Councils agreement to be implemented from the date of the Authority's Annual Meeting for the year the index applies to staff.
  - **Travel and Subsistence:**
    - **Mileage Allowances:**
      - Indexed to HMRC rates.

- **Public Transport**
  - Maximum rates payable indexed to the same rates that apply to Officers.
- **Subsistence Allowances:**
  - Maximum rates payable indexed to the same rates that apply to Officers. However the Panel was of the view that the rates of Subsistence Allowance appeared very low and the rate of Subsistence Allowance should be addressed separately outside of this review.

49. It is further **recommended that as per the 2003 Members' Allowances Regulations the indices recommended in this review are used for four years from the date of the Annual Meeting June 2023, or until the Authority requires a further review whichever is sooner.**

### Members and Officers Interviewed via MS Teams 14 to 16 March 2023

#### **Members:**

Cllr Edna Murphy	Chair of the Fire Authority
Cllr Bryony Goodliffe	Chair of the Policy and Resources Committee (Labour)
Cllr Kevin Reynolds	Fire Authority Leader of a Group (Conservative Group)
Cllr Mohammed Jamil	Vice Chair of the Fire Authority

#### **Officers:**

Chris Strickland	Chief Fire Officer
Matthew Warren	Deputy Chief Executive Officer
Shahin Ismail	Monitoring Officer



## Q1 In a typical month how many hours do you spend on Fire Authority business?

Answered: 8   Skipped: 1

#	RESPONSES	DATE
1	Twelve	3/6/2023 8:55 PM
2	30-40	3/3/2023 3:34 PM
3	8 hours	3/3/2023 1:59 PM
4	12	2/27/2023 4:04 PM
5	7	2/25/2023 12:08 PM
6	30	2/24/2023 2:02 PM
7	It depends. anything from 10 hours to 1 hour	2/24/2023 10:28 AM
8	4 approx	2/23/2023 4:59 PM

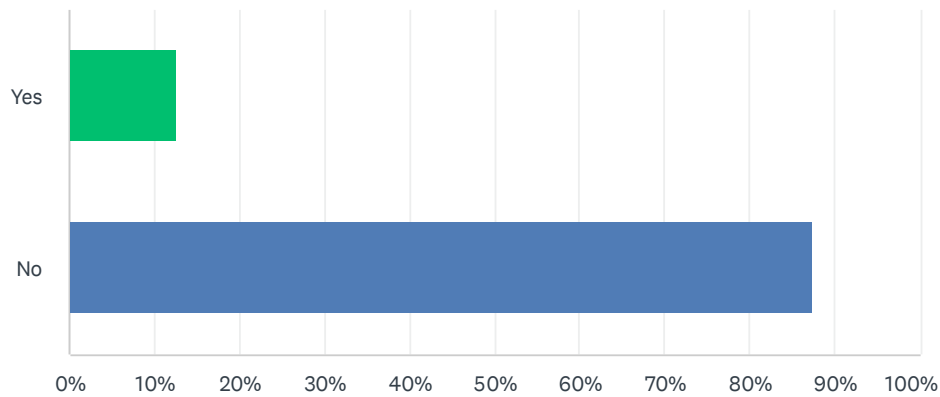
**Q2 If you hold a role(s) within the Authority i.e. Chair/ Committee Chair etc., how many hours do you spend in a typical week on Fire Authority business relevant to the role(s). [Please provide details separately for each role if more than one additional role is held.]Please specify specific roles below and hours spent on each role:**

Answered: 5 Skipped: 4

#	RESPONSES	DATE
1	Committee chair: policy &resources.	3/6/2023 8:55 PM
2	Leader of opposition, time included in answer above, some months more than others, would be fair to say around 20 - 30 hours, as I need to keep abreast of national as well as local issues	3/3/2023 3:34 PM
3	No additional hours related to specific roles. As a member I spend some time publicising or supporting the work of the CFRS. Very variable	3/3/2023 1:59 PM
4	Overview and scrutiny 3 Occupational health 2 Member led reviews 2	2/27/2023 4:04 PM
5	25 on Chair business; 5 as a regular member	2/24/2023 2:02 PM

### Q3 Do you incur any significant costs which you believe are not covered by your present allowance?

Answered: 8 Skipped: 1

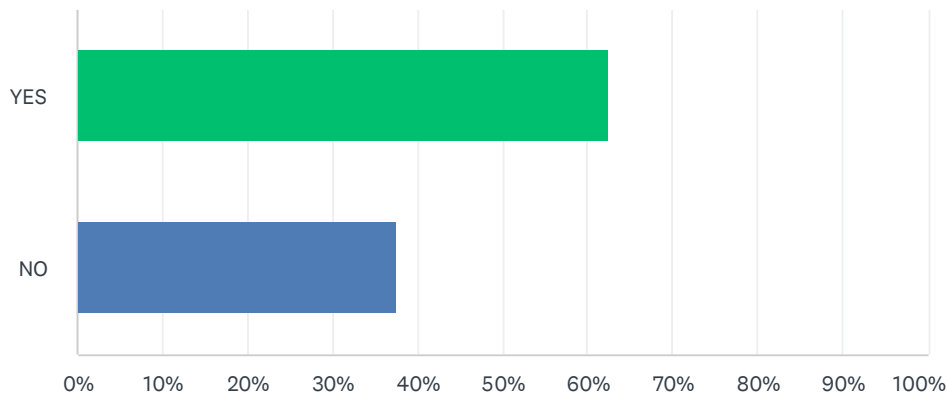


ANSWER CHOICES		RESPONSES	
Yes		12.50%	1
No		87.50%	7
TOTAL			8

#	IF YES, PLEASE PROVIDE DETAILS:	DATE
1	Going to LGA meetings and similar	2/24/2023 10:28 AM

## Q4 The present level of Allowance payable to all Members is £2,583.31. Do you think this is appropriate?

Answered: 8 Skipped: 1



ANSWER CHOICES	RESPONSES	
YES	62.50%	5
NO	37.50%	3
TOTAL		8

#	IF NO, SHOULD IT BE LOWER OR HIGHER? PLEASE GIVE A REASON FOR YOUR ANSWER:	DATE
1	Higher. Has been static for a while and does not reflect the amount or calibre of work carried out by Councillors	3/6/2023 8:56 PM
2	Seems low, given the responsibility and breath of knowledge to be effective	3/3/2023 3:35 PM
3	Higher taking into account the responsibilities and work within the Council and local businesses	2/24/2023 10:30 AM



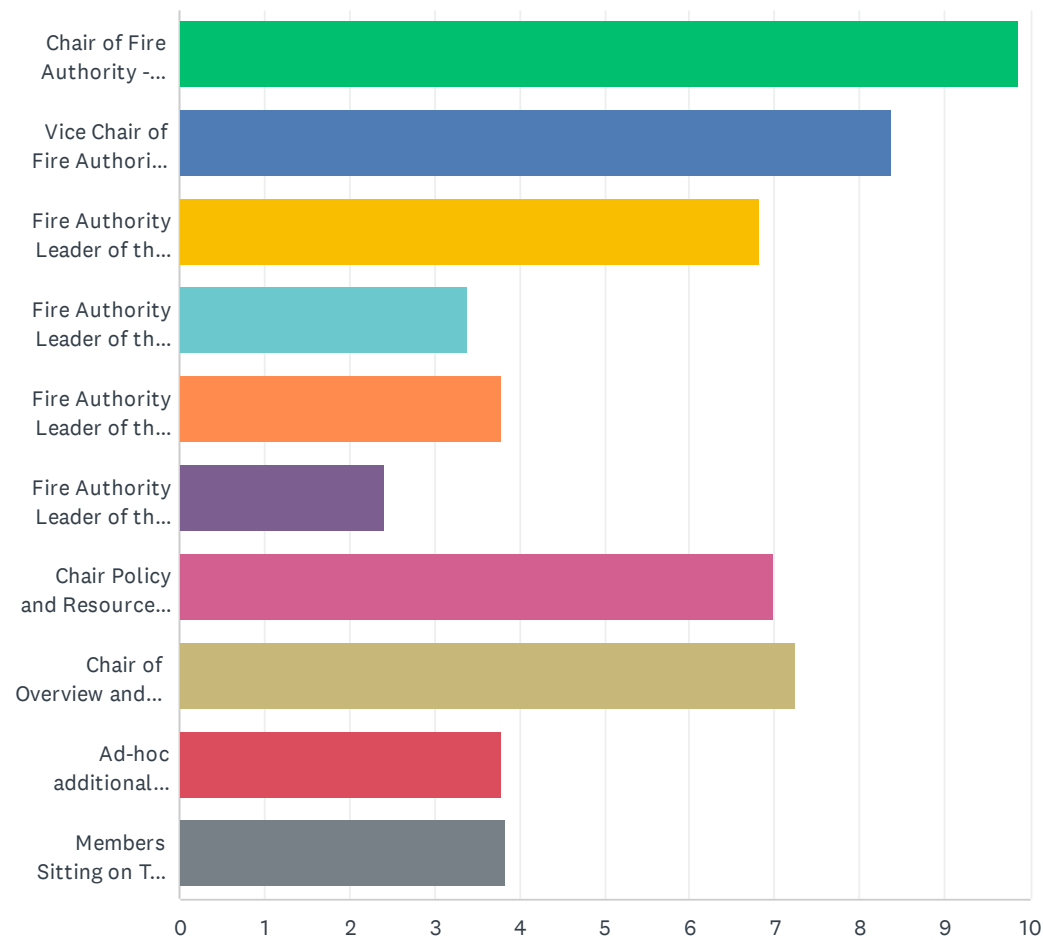
## Q5 If you are able to, please indicate an appropriate level £:

Answered: 4 Skipped: 5

#	RESPONSES	DATE
1	£3000	3/6/2023 8:56 PM
2	£4000.00 ?	3/3/2023 3:35 PM
3	£3000	2/27/2023 4:05 PM
4	I would suggest £4000 basic. Partly funded by the review of the Vice-Chair's allowance	2/24/2023 10:30 AM

Q6 Special Responsibility Allowances (SRAs) are currently paid as follows: [To assist the Panel to produce a more consistent group of allowances, please can you score each role / position in respect of importance and impact, with 1 being the most important.

Answered: 8   Skipped: 1



**Independent Remuneration Panel Members' Allowances Questionnaire 2023 - Cambridgeshire & Peterborough Fire Authority**

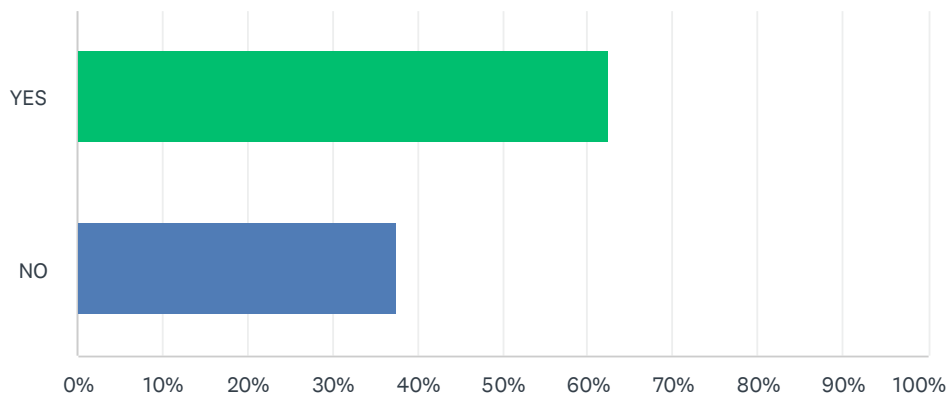
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>TOTAL</b>
Chair of Fire Authority - £12,916.60	87.50% 7	12.50% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	
Vice Chair of Fire Authority- £9,687.45	0.00% 0	62.50% 5	12.50% 1	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	
Fire Authority Leader of the Conservative Group (£2,000 plus 1/17th of the Chair per Member- £8,078.40	16.67% 1	16.67% 1	16.67% 1	0.00% 0	33.33% 2	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	
Fire Authority Leader of the Liberal Democrat Group (£2,000 plus 1/17th of the Chair per Member) - N/A	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	40.00% 2	20.00% 1	0.00% 0	
Fire Authority Leader of the Labour Group (£2,000 plus 1/17th of the Chair per Member)- N/A	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	0.00% 0	0.00% 0	
Fire Authority Leader of the Independent Group (£2,000 plus 1/17th of the Chair per Member) - N/A	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	40.00% 2	
Chair Policy and Resources Committee- £5,166.64 (40% of Chair)	0.00% 0	12.50% 1	50.00% 4	0.00% 0	12.50% 1	12.50% 1	12.50% 1	0.00% 0	0.00% 0	0.00% 0	
Chair of Overview and Scrutiny Committee- £5,166.64 (40% of Chair)	0.00% 0	0.00% 0	25.00% 2	75.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	
Ad-hoc additional responsibilities as defined by the PR Committee - £53 per month (max 1 ad-hoc SRA at any one time)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	0.00% 0	20.00% 1	0.00% 0	20.00% 1	20.00% 1	
Members Sitting on Type 3 Project	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	33.33% 2	16.67% 1	0.00% 0	16.67% 1	16.67% 1	

Boards-  
£1,071.93 (per  
half day  
meeting) £53  
(per full day  
meeting)

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## Q7 Would you like to see any changes made to these allowances?

Answered: 8 Skipped: 1

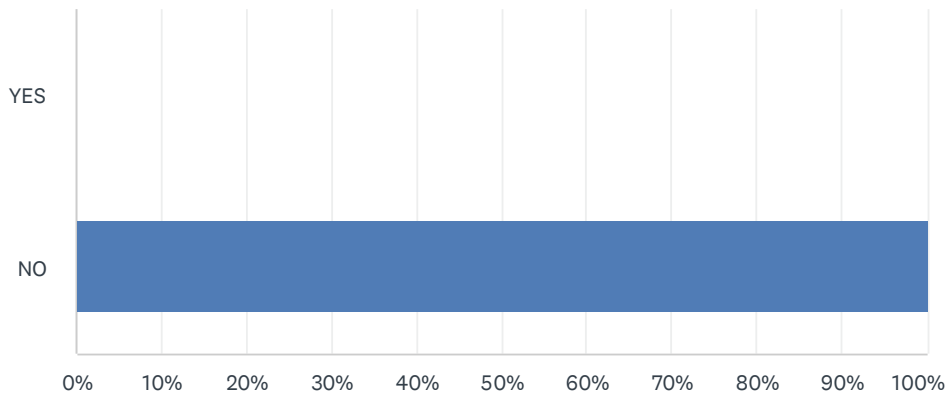


ANSWER CHOICES	RESPONSES
YES	62.50% 5
NO	37.50% 3
TOTAL	8

#	IF YES, PLEASE PROVIDE DETAILS:	DATE
1	Increase of 4%	3/6/2023 8:58 PM
2	Adjusting upwards	3/3/2023 3:38 PM
3	I am uneasy to have party political roles entrenched in the way the CFRS is governed.	3/3/2023 2:02 PM
4	The allowances for Vice-Chair is too high unless they are acting Chair due to illness or similar.	2/24/2023 10:33 AM
5	The chairs and Vice chairs should be lower and then paid on performance /attendance	2/23/2023 5:02 PM

Q8 Would you like to see any new SRAs introduced?

Answered: 8 Skipped: 1

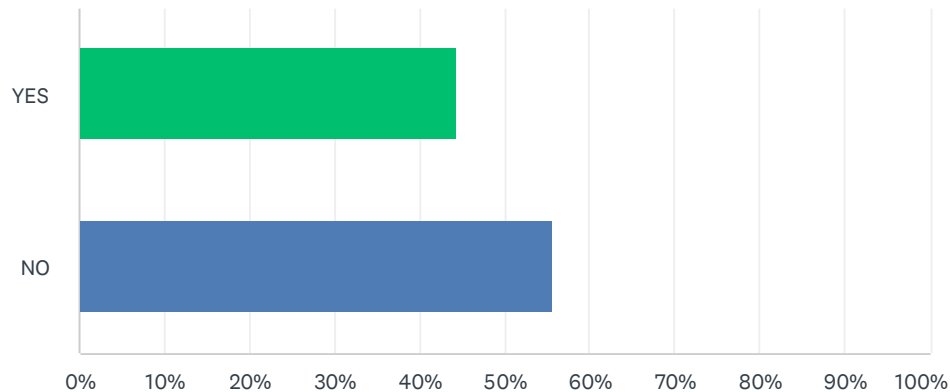


ANSWER CHOICES	RESPONSES	
YES	0.00%	0
NO	100.00%	8
TOTAL		8

#	IF YES, PLEASE PROVIDE DETAILS:	DATE
1	No	2/24/2023 10:33 AM

## Q9 The current scheme of travel allowances is based at 45p per mile, HMRC Rates. Do you have any comments on the current scheme for Members?

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
YES	44.44%	4
NO	55.56%	5
TOTAL		9

#	IF YES, PLEASE PROVIDE DETAILS:	DATE
1	I personally don't claim even though I live 25 miles away.	2/27/2023 4:10 PM
2	This has been at this level for 20 years and is inadequate	2/25/2023 12:14 PM
3	At least 60p per mile. Petrol is still around £1.55 per litre in some places, especially country areas, A roads and Motorways	2/24/2023 10:35 AM
4	This is adequate	2/23/2023 5:03 PM

## Q10 Do You have any other views on the Members Allowance Scheme?:

Answered: 5   Skipped: 4

#	RESPONSES	DATE
1	Adequate	3/4/2023 9:11 AM
2	Previously linked into principle authority allowance schemes, often mirroring any rises, which seemed fair and appropriate	3/3/2023 3:40 PM
3	I do not claim petrol expenses because I consider the basic allowances is generous, but I would not want that to apply to everybody. Some councillors make considerable personal and financial sacrifices to serve, and it is important to be able to recruit widely	3/3/2023 2:03 PM
4	No	2/24/2023 2:08 PM
5	I feel its generous enough for what members do now that we have less meetings per year	2/23/2023 5:03 PM



N#	Authority	Membership	Committees	Basic	Chair	Vice Chair	Committee Chair	Other
1	Avon	20 + PCC	Performance Review and Scrutiny, Audit, Governance and Ethics, Local Pension Board, People and Culture	2,220	9,543	2,220	2,220	1,776 Group Leader
2	Bedfordshire	12	Executive (each of the five Members has a special portfolio responsibility), Audit and Standards	3,498.80	13,995.20	5,248.20	1,049.64 Chair of Audit and Standards	1,049.64 Executive Committee Members
3	Buckinghamshire	17	Executive, Overview and Audit, HR Sub Committee	1,291	12,899	4,323	5,322, 3,486 and 1,745	3,870 Group Leader 3,364 Lead Member
4	Cheshire	23	Audit, Brigade Managers Pay and Performance, Closure of Accounts, Estates and Property, Governance and Constitution, JCC, Local Pension Board, Performance and Overview, Staffing	4,349.48	14,308.96	7,155.58	1,651.29 or 2,862.23	1,100.86 BC Lead 550.42 Member Champion
5	Cleveland	16	Executive, Audit and Governance, Local Pension Board	2,238	8,952	4,476	2,797 Audit and Governance	
6	Derbyshire	16	Standards Committee, Working Groups x6, Pension Board	3,187.50	14,000	8,400	3,000 Working Group	3,000 Group Leader

7	Devon and Somerset	26	Appeals, Appointments and Disciplinary, Audit and Governance, Community Safety, People, Resources, FPS Internal Disputes Resolution, Local Pension Board	3,019	15,096	7,493	4,443	453 Local Pension Board
8	Dorset and Wiltshire	18	Finance and Audit, Local Performance and Scrutiny x 4, Appeals, Appointments and Disputes	4,200	9,600	4,800	7,500 or 1,600	
9	Durham and Darlington	25	Audit and Finance, Performance, HR, Appeals, Appointments, JCC, Pension Board, Salary Review	1,158	10,637	6,595	1,064	1,738 Spokesperson for Minority Group
10	East Sussex	18	HR, Policy and Resources, Principal Officer Appointments, Scrutiny and Audit, Urgency	2,474	10,818	5,409	1,994	2,493 Group Leader 860 or 430 paid for membership of some panels
11	Essex	PCC						
12	Hampshire	11	Standards and Governance, FF Pension Board	6,569	13,138	3,285	1,642/ 821 Chair/Vice Chair Standards and Governance	3,285 Opposition Spokesperson

13	Hereford and Worcestershire	25	Appointments, Audit and Standards, Policy and Resources, Pensions	1,187.19	9,215.71	5,529.38	1,382.34	1,382.34 Group Leaders
14	Hertfordshire	County Council						
15	Humberside	22 + PCC	Governance , Audit and Scrutiny, Pension Board	4,457	11,137	8,356	561	
16	Kent and Medway	25 + PCC	Audit and Governance	1,568.88	20,574.24	8,229.72		6,172.32 plus depending on size
17	Lancashire	25	Appeals, Audit, Performance, Planning, Resources	2,969.84	17,943.20	8,972.79	3,589.12 to 4,486.41	561.23 to 2,242.63
18	Leicestershire	17	Corporate Governance, Employment, Local Pension Board	3,367	10,139	3,409	1,953	1,953 Group Leaders
19	Norfolk	County Council						
20	Northamptonshire	PCC						
21	North Yorkshire	PCC						
22	Nottinghamshire	18 + PCC	Appointments, Community Safety, Finance and Resources, HR, Personnel, Policy and Strategy	3,895.60	23,231.32	16,592.93	2,597.31	2,597.31 Group Leaders
23	Oxfordshire	County Council						
24	Royal Berkshire	20	Management, Audit and Governance, Thames Valley Fire Control Joint Committee	2,701.56	13,509.94	6,754.97	4,052.34	4,052.34 Lead Members 2,701.56 Opposition Group Leaders 1,350.78

								Member Champions
25	Shropshire	15	Standards, Audit and Performance, Strategy and Resources					
26	Staffordshire	PCC						
27	Suffolk	County Council						
28	West Sussex	Full Council is the FA	Chairman of the Fire and Rescue Service Scrutiny Committee		9,912			

\* Shropshire FRS have not published their Schedule 2 so no information available on website.

To: Cambridgeshire and Peterborough Fire Authority

From: Monitoring Officer – Ms Shahin Ismail

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

Date: 15 June 2023

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## Proposed changes to Fire Authority Constitutional documents

### 1. Purpose

1.1 The national landscape for the governance of fire and rescue services is changing and developing and in this national context, it is important to keep the Fire Authority's own governance documents updated.

1.2 The Fire Authority's constitutional documents comprise of the following key documents;

- 1.2.1 Terms of Reference of Committees
- 1.2.2 Statement of Delegated Responsibilities
- 1.2.3 Standing Orders as to Meetings
- 1.2.4 Members Code of Conduct
- 1.2.5 Members' Allowances Scheme
- 1.2.6 Member/Officer Protocol
- 1.2.7 Code of Corporate Governance

1.3 The first three documents were reviewed with changes approved at the Fire Authority meeting in November 2021 (Minute 15 of the meeting refers), the Members Code of Conduct was reviewed and changed in February 2022 (Minute 27 of the meeting refers) and the Members' Allowances Scheme has been subject to an Independent Remuneration Panel. This report covers the final two documents, namely the Member/Officer Protocol and the Code of Corporate Governance.

### 2. Recommendations

2.1 The Fire Authority is asked to consider and approve the wording changes to both documents as indicated at Appendices 1 and 2 respectively.

2.2 It is further recommended that the Authority approve an annual review cycle for all its constitutional documents, specifically that they are reviewed and any changes brought to the June meeting for approval as necessary.

### 3. Risk Assessment

- 3.1 Political - the proposed changes to the documents bring them up to date and complete a review process in the interests of transparency and clarity.

### 4. Background

- 4.1 Since 2016, the Home Office has put into place a programme of reform within the fire and rescue sector. The aim of the reforms has been to support continuous improvement and to foster greater collaboration and coherence with policing services.
- 4.2 Previous changes to our constitutional documents reflect some of the reforms for example, greater operational independence given to the Chief Fire Officer and enhanced clarity and transparency in respect of the roles and responsibilities of the Authority, its Committees and its Officers.

### 5. Proposed Changes

- 5.1 Member/Officer Protocol – at Appendix 1 to this report is the current Member/Officer Protocol. The review of this document did not identify any significant changes were required however 14 changes to the language and wording, highlighted in red, have been made to ensure the document is up to date and reflects current terminology and structure. Two links to other reference documents (Paragraphs 3.1.6 and 3.2.11) have also been added to improve accessibility.
- 5.2 Code of Corporate Governance – at Appendix 2 to this report is the current Code of Corporate Governance. The review of this document did not identify any significant changes however seven changes to wording have been made to provide context and strengthen statements. The Chartered Institute of Public Finance and Accountancy reference has also been updated as required by the recent RSM internal audit report (Minute 60 of the Overview and Scrutiny Committee meeting held on 20 April 2023 refers).

### 6. Conclusion

- 6.1 The changes highlighted at Paragraph 5 above and within the attached appendices are recommended to ensure the Fire Authority's governance framework reflects the nationally driven modernisation agenda whilst remaining current and transparent through a robust review cycle.

### Source Documents:

Fire Authority Member/Officer Protocol, Code of Corporate Governance and various Minutes of Fire Authority Meetings

### Location:

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

### Contact Officer:

Shahin Ismail  
Monitoring Officer  
01480 444500  
[shahin.ismail@cambsfire.gov.uk](mailto:shahin.ismail@cambsfire.gov.uk)







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

## **CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY**

### **MEMBER/OFFICER PROTOCOL**

#### **Version History**

<b>Version</b>	<b>Date</b>	<b>Comments</b>
1	September 2012	Original version
2	June 2023	
3		
4		

## **1. INTRODUCTION**

- 1.1 The relationship between Members and Officers is essential to the successful working of Cambridgeshire and Peterborough Fire Authority and its service, Cambridgeshire Fire and Rescue Service. This relationship is characterised by mutual respect, informality and trust. Members and employees feel free to speak to one another openly and honestly. Nothing in this Protocol is intended to change this relationship. Its purpose is rather to help Members and Officers perform effectively by giving guidance on their respective roles and expectations and on their relationship with each other. The Protocol also gives guidance on what to do on the rare occasions when things go wrong.
- 1.2 This protocol applies to Members of Cambridgeshire and Peterborough Fire Authority, including any co-opted members and Officers of Cambridgeshire Fire and Rescue Service.
- 1.3 The Protocol is approved by the Fire Authority and responsibility for the operation of this Protocol lies with the Authority's Overview and Scrutiny Committee.
- 1.4 The Protocol must be read and operated in the context of any relevant legislation and national and local Codes of Conduct.

## **2. ROLES OF MEMBERS AND OFFICERS**

### **Members**

- 2.1 Members of the Fire Authority are appointed by Cambridgeshire County Council and Peterborough City Council and serve for as long as determined by those authorities.
- 2.2 The main areas of Member responsibility are to set the Fire Authority's budget, determine its policies, give it political leadership and to represent the Fire Authority externally. It is not the role of Members to involve themselves in the day-to-day management of the Service.

### **Chairs and Vice-Chairs**

- 2.3 Chairs and Vice-Chairs of the Fire Authority, its Committees, and Working Groups have additional responsibilities and their relationships with Officers may therefore differ from and be more complex than those of Members without those responsibilities.

## **Opposition Members**

- 2.4 As individual Members of the Fire Authority, all Members have the same rights and obligations in their relationship with Officers and should be treated equally. Where however a political group forms an administration, either alone or in partnership with another group or groups, it is recognised that the relationship between Officers, particularly those at a senior level in the organisation and the administration may differ from that with opposition groups.

## **Officers**

- 2.5 Officers are responsible for;
- 2.5.1 providing professional and technical advice to Members for their policy and decision making functions,
  - 2.5.2 initiating policy proposals and implementing Members' decisions,
  - 2.5.3 the day-to-day effective and efficient management of the Authority's services,
  - 2.5.4 taking managerial and operational decisions in accordance with the Authority's schemes of delegation,
  - 2.5.5 implementing an agreed programme of public consultations and providing information regarding the Authority's services,
  - 2.5.6 ensuring the Authority acts lawfully and with financial propriety.
- 2.6 Certain employees, such as the Chief Fire Officer, the Monitoring Officer and the Treasurer (Section 151 Officer), have statutory responsibilities in law over and above their obligations to the Fire Authority and its Members, which they must discharge.

## **3. EXPECTATIONS**

- 3.1 As a Member you can expect from Officers;
- 3.1.1 political neutrality, with a commitment to the Authority as a whole and not to any political group,
  - 3.1.2 awareness of and sensitivity to the political environment,
  - 3.1.3 integrity, mutual support and appropriate confidentiality,

- 3.1.4 professional behaviour and the performance of their duties effectively and efficiently,
- 3.1.5 proper support of Members' roles and responsibilities through effective training and development,
- 3.1.6 compliance with the [Service Code of Conduct for Employees, which can be found here](#), [Code of Conduct for Employees](#)

Field Code Changed

### 3.2 \_As an Officer you can expect from Members;

- 3.2.1 political leadership, direction of policy and the overall allocation of the Authority's physical, financial and human resources,
- 3.2.2 integrity, mutual support and appropriate confidentiality,
- 3.2.3 respect for their political neutrality and not to be asked to undertake work of a party political nature,
- 3.2.4 awareness that their support cannot extend beyond providing information and advice in relation to matters of Fire Authority business nor beyond the bounds of whatever authority they have been given by their senior Officer,
- 3.2.5 no assumption that Officers are supportive of any policy or strategy developed because of their assistance in the formulation of that policy or strategy,
- 3.2.6 recognition of the Officer's action under delegated authority and the accountability of the Officer for that action,
- 3.2.7 clarity as to the involvement and role of Members in informal meetings,
- 3.2.8 that as a Member you will not make use of your position or relationship with Officers to advantage or disadvantage your personal interest or those of others or to influence decisions improperly,
- 3.2.9 [that members will](#) obtain agreement in advance from the Station Commander, or other senior Officer, to visit premises so as to avoid adverse impact on operational activities or planned training,
- 3.2.10 monitoring of the performance, development, continuity and overall well-being of the organisation,

3.2.11 that as a Member you will at all times comply with the [Members Code of Conduct which can be found here, https://www.cambsfire.gov.uk/cpfa-members-code-of-conduct-february-2022.pdf](https://www.cambsfire.gov.uk/cpfa-members-code-of-conduct-february-2022.pdf) and with this Protocol.

#### 4. PROTOCOL ON MEMBERS' ROLES

4.1 As a Member you must;

4.1.1 have regard to any advice, guidance and training on your roles and responsibilities from the [Statutory Officers](#) ;

4.2 With regard to your conduct you must;

4.2.1 never do anything as a Member which cannot be justified to the public,

4.2.2 avoid at all times any occasion for any appearance of [or actual](#) improper conduct [as defined by this Protocol and the Members' Code of Conduct,](#)

4.2.3 exercise personal responsibility (on receipt of advice from the Monitoring Officer or other appropriate senior Officer) in deciding whether you have an interest such that you should disclose it and if appropriate not take part in a discussion of, or vote on, the matter in question,

4.2.4 avoid close personal relationships with an Officer (unless steps have been taken to ensure that this is declared and recorded),

4.2.5 never seek to take unfair advantage of your position or seek to exert undue influence over an Officer,

4.2.6 take care in statements made not to use immoderate or insensitive language nor inadvertently to become liable for defamation (although 'qualified privilege' may provide some limited protection in respect of statements at formal meetings) and to obtain legal advice if you are in doubt,

4.2.7 obtain advice from the Monitoring Officer [before disclosing any](#) obtain advice from the Monitoring Officer [before disclosing any confidential information](#)

4.3 With regard to your involvement in the employment and appointment of Officers (where such involvement is permitted under the Authority's Standing Orders and Procedures) you must;

- 4.3.1 make appointments based on an objective assessment of the candidate's suitability for the role, and not let your political or personal preferences influence your judgement,
- 4.3.2 not participate where you may have a personal interest,
- 4.3.3 not canvass the support of colleagues for any candidate and resist any attempt by others to canvass yours,
- 4.3.4 not provide references in support of applications for employment by the Authority,
- 4.3.5 not make vexatious or malicious complaints against Officers,
- 4.3.6 not raise any comments on an Officer's performance except with the Chief Fire Officer.

4.4 With regard to access to and use of information you must;

- 4.4.1 only seek information from Officers which relates to the business of the Fire Authority and enables you to properly perform your functions as a Member on a need to know basis. Requests for such information will be made at senior manager level or above or via Democratic Services, except in the case of routine information,
- 4.4.2 establish a proper and specific reason for requesting to inspect confidential information and in the case of uncertainty refer the issue to the Chief Fire Officer,
- 4.4.3 only use the information for the purpose for which it was provided.

4.5 In relation to meetings you must;

- 4.5.1 show respect to Officers and not make personal attacks,
- 4.5.2 ensure any criticism is constructive and well founded and allow Officers to explain what appears to be a performance failure or inconsistency.

4.6 With regard to your membership of the Committees and Sub-Committees you must;

- 4.6.1 not seek, or accept, leadership/chairmanship/membership of the Committees or Sub-Committees if it would involve you disclosing an interest so often that your role would be significantly hampered or if it would be likely to weaken public confidence in the duty of the Committees or Sub-Committees to work solely in the general public interest,
- 4.6.2 have due regard to Officers' professional advice in making reports,
- 4.6.3 not require Officers to reduce options, withhold information or make recommendations they cannot professionally support,
- 4.6.4 be accountable for the decision to delegate a function to an Officer and the way that the function is being carried out,
- 4.6.5 seek, if necessary, professional advice from senior Officers and where appropriate from the Monitoring Officer, to satisfy yourself that you are clear exactly what you can and cannot do.

4.7 When asking Officers to advise a political group you must;

- 4.7.1 not ask for any such advice at group meetings unless (i) an invitation is passed through the Chief Fire Officer and (ii) the meeting is attended only by Members of the Authority,
- 4.7.2 not expect an Officer to make any recommendation to a political group unless it is in the interests of the Fire Authority as a whole,
- 4.7.3 only expect an Officer attending a group meeting to provide advice on material facts and identification of options and merits for the Fire Authority and not with any political implications.

4.8 When directing or advising on publicity materials issued by the Authority you must;

- [4.8.1](#) not seek party political advantage from influencing the timing or content of publicity material issued by the Authority,
- 4.8.2 ensure that publicity material issued by the Authority is for legitimate purposes and complies with any Code of Practice as may apply to the issue of publicity.

4.9 When utilising any resources provided to you by the Authority you must;

- 4.9 When utilising any resources provided to you by the Authority you must;
  - 4.9.1 ensure that such resources are used only in connection with your duties as a Member of the Fire Authority,
  - 4.9.2 take reasonable steps to safeguard any equipment or facilities which may have been provided to you in the course of your duties.

## **5. GIFTS AND HOSPITALITY**

- 5.1 As a Member you must;
  - 5.1.1 have regard to the Authority's approved guidance on the acceptance of gifts and hospitality,
  - 5.1.2 treat with extreme caution any offer of a gift, favour, or hospitality that is made to you whether as a Member personally or as a representative on outside bodies,
  - 5.1.3 ensure you avoid the risk of damage to the public confidence in the Authority arising from your acceptance of hospitality,
  - 5.1.4 decline the offer of a gift or hospitality and report it to the Monitoring Officer where there is any suspicion that the offer might be made for an improper motive,
  - 5.1.5 notify the Monitoring Officer within 28 days of any offer of any gift or hospitality, whether or not they accept that offer, which members of the public with knowledge of the relevant facts might reasonably regard as intended to influence the performance of your duties as a Member,
  - 5.1.6 in the event of any gift or hospitality over the value of £25 being accepted, declare the gift or hospitality within 28 days in the Authority's Register of Gifts and Hospitality, held by the Monitoring Officer. Also any gifts from any person or body with a value in excess of £50 per annum, must be notified to the Monitoring Officer.

## **6. EXPENSES AND ALLOWANCES**



6.1 As a Member you must;

- 6.1.1 scrupulously observe and comply with the rules permitting claims for expenses and allowances relating to the carrying out of your public duties.

**7. INVOLVEMENT IN COMMERCIAL TRANSACTIONS**

7.1 As a Member you must:

- 7.1.1 never enter into commercial transactions or negotiations on behalf of the Fire Authority unless you have been specifically authorised to do so,
- 7.1.2 never undertake commercial negotiations without appropriate Officers present,
- 7.1.2 never undertake commercial negotiations without appropriate Officers present,
- 7.1.3 ensure that the financial and probity interests of the Authority are protected,
- 7.1.3 ensure that the financial and probity interests of the Authority are protected,
- 7.1.4 ensure that decisions are based on complete and sound information and advice from appropriate professional staff,
- 7.1.4 ensure that decisions are based on complete and sound information and advice from appropriate professional staff,
- 7.1.5 ensure that decisions are in accordance with the Authority's agreed processes and standards,
- 7.1.5 ensure that decisions are in accordance with the Authority's agreed processes and standards,
- 7.1.6 not attend informal meetings between the commercial parties or their agents and Members or Officers where you have declarable interests,
- 7.1.7 ensure that the personal integrity of Members and Officers is protected,
- 7.1.7 ensure that the personal integrity of Members and Officers is protected,
- 7.1.8 maintain the confidentiality of commercial secrets to ensure the integrity of the competitive procurement process,
- 7.1.8 maintain the confidentiality of commercial secrets to ensure the integrity of the competitive procurement process,
- 7.1.9 when acting individually with authority to bind the Fire Authority, ensure that the transaction is lawful and represents value for

money through a written report and recommendations from relevant Officers.

## **8. PROCESSES RELATING TO QUASI JUDICIAL BODIES**

- 8.1 Bodies which have quasi-judicial functions are run on legal principles since they affect individuals' rights or applications of individuals and in effect a "hearing" will take place. Committees conducting appeals relating to employment, disciplinary or pensions matters or relating to Member conduct are likely to be conducted on these lines. It is important that the decision-making process, including the events that occur before the decision is made, are open and transparent and that the principles of natural justice are fully observed.
- 8.2 As a Member you must;
- 8.2.1 act impartially, independently and fairly to all parties at all times ensuring that issues are considered on an objective basis according to proper procedures,
  - 8.2.2 record any events which may undermine or threaten your impartiality, or could be perceived as doing so,
  - 8.2.3 seek advice as appropriate as to the law, procedures to be followed and all information relevant to the decision-making process,
  - 8.2.4 where possible verify factual relevant evidence through documents and/or witnesses, relying on your own assessment of the reliability and credibility of the person giving evidence,
  - 8.2.5 make available all evidence to each party allowing each party to fully present their case and ask questions as they feel necessary,
  - 8.2.6 reach a decision based on the facts and merits,
  - 8.2.7 give clear and fair reasons to support your decisions,
  - 8.2.8 not take part or vote on an item if you have not familiarised yourself with the report and been present throughout consideration of the item.

## **9. PROVISION OF INFORMATION TO MEMBERS**

- 9.1 Every Member has the right to information, explanation and advice reasonably required to enable them to perform their duties as a Member of the Fire Authority (the 'need to know') but not where;

9.1.1 the information is primarily needed for a non-Fire Authority purpose,

9.1.2 there is a conflict of interest,

9.1.3 there is an overriding individual right of confidentiality, for example in an employment matter,

9.1.4 the resources needed to supply the information would be unreasonable.

9.2 Members should direct initial requests for advice, information and Officer support to the Chief Fire Officer. Members need not state a “need to know” when requesting information. It may however be necessary to justify the request – mere curiosity alone does not create a need to know. Any relevant interests should be declared at the time of the request. If a Member is dissatisfied with a refusal, it should be discussed with the Chief Fire Officer. If, following that discussion, the Member is still dissatisfied, the Monitoring Officer may be asked to determine entitlement. Officers should not automatically assume that a Member has a “need to know” but the burden of showing a “need to know” is not high. If there is any doubt, then the Member should be asked to explain why they wish to see the document(s) and, in cases of doubt, the Monitoring Officer may be consulted. An Officer must seek clearance from the Chief Fire Officer before embarking on a significant amount of work to provide information.

9.3 Members are normally entitled to be given information on a confidential basis (i.e. the fact that the Member has requested, and been provided with, the information will be kept confidential by Officers), the exceptions being,

9.3.1 an overriding Fire Authority interest, for example protecting its legal and financial position,

9.3.2 natural justice, for example giving an individual the chance to respond to allegations.

## 10. IF THINGS GO WRONG

### Procedure for Officers

10.1 From time to time the relationship between Members and Officers may break down or become strained. Whilst it will always be preferable to resolve matters informally, through conciliation by a senior manager or Member, Officers will have final recourse to the Chief Fire Officer or to the Fire Authority’s Monitoring Officer, as appropriate to the circumstances.

10.2 In the event of a complaint being upheld, the Chief Fire Officer will advise the Chair of the Fire Authority and the appropriate Group Leader and decide on the course of action to be taken, following consultation with the Chair and Vice-Chair of the Overview and Scrutiny Committee and the Monitoring Officer.

10.3 If the concerned Officer believes that the behaviour of a Member or Members constitutes a breach of the Code of Conduct for Members, then it is also open to that Officer to make a complaint to the Overview and Scrutiny Committee. It is preferable however that all other courses of action have been exhausted before this step is taken.

#### **Procedure for Members**

#### **Procedure for Members**

10.4 In the event that a Member is dissatisfied with the conduct, behaviour or performance of an Officer, the matter should be raised with the Chief Fire Officer, unless the concern relates to that Officer, in which case the Deputy Chief Executive Officer should be approached. If the matter cannot be resolved informally, it will be dealt with through the Service's normal line management procedures and performance appraisal process. If the concern relates to the Chief Fire Officer then the issue will be raised with the Chair and Vice Chair of the Fire Authority for resolution.



**CAMBRIDGESHIRE  
& PETERBOROUGH  
FIRE AUTHORITY**

*Working together to improve community safety*

## **CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY CODE OF CORPORATE GOVERNANCE**

### **Version History**

<b>Version</b>	<b>Date</b>	<b>Comments</b>
1	July 2005	Original document approved by FA
2	June 2023	

## **CONTENTS**

1. Introduction
2. Community Focus
3. Service Delivery Arrangements
4. Structures and Processes
5. Risk Management and Internal Control
6. Standards of Conduct

## **1. Introduction**

- 1.1 The Fire Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards as set out in the Authority's Constitutional documents, that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. In discharging this accountability, Members and senior Officers are responsible for putting in place proper arrangements for the governance of the Fire Authority's affairs and the stewardship of the resources at its disposal. To this end, the Fire Authority has adopted this Code of Corporate Governance.
- 1.2 The Fire Authority will seek to ensure that the following principles underpin the operation of the Fire Authority in working for the people of Cambridgeshire and Peterborough;
  - 1.2.1 openness and inclusively,
  - 1.2.2 accountability,
  - 1.2.3 integrity.
- 1.3 The Fire Authority in carrying out its business will seek to aspire to the standards and aspirations set out below under the following headings;
  - 1.3.1 community focus,
  - 1.3.2 service delivery arrangements,
  - 1.3.3 structure and processes,
  - 1.3.4 risk management and internal control,
  - 1.3.5 standards of conduct.

## **2. Community Focus**

- 2.1 The Fire Authority in the exercise of its powers and duties will always seek to;
  - 2.1.1 work for and with local communities,
  - 2.1.2 demonstrate leadership where required,
  - 2.1.3 undertake an 'ambassadorial' role to promote the wellbeing of their area where appropriate,
  - 2.1.4 put in place arrangements for community engagement and consultation on key areas of service delivery affecting the local community.
- 2.2 The Fire Authority will maintain effective arrangements;
  - 2.2.1 for explicit accountability to stakeholders for the Authority's performance and its effectiveness in the delivery of services and the sustainable use of resources,
  - 2.2.2 to demonstrate integrity in the Authority's dealings in building effective relationships and partnerships with other public agencies and

the private/voluntary sectors to demonstrate openness in all their dealings,

2.2.3 to demonstrate inclusively by communicating, consulting and engaging with all sections of the community to encourage active participation,

2.2.4 to develop and articulate a clear and up-to-date vision and corporate strategy in response to community needs.

### **3. Service Delivery Arrangements**

3.1 The Fire Authority will strive to achieve continuous improvement in all its services and that agreed policies are implemented and decisions carried out by maintaining arrangements which;

3.1.1 discharge the Fire Authority's accountability for service delivery at a local level,

3.1.2 ensure effectiveness through setting targets and measuring performance,

3.1.3 review risk and deploy resources appropriately,

3.1.4 demonstrate integrity in dealing with service users and developing partnerships to ensure the 'right' provision of services locally,

3.1.5 demonstrate openness and inclusively through consulting with key stakeholders, including service users,

3.1.6 are flexible so that they can be kept up to date and adapted to accommodate change and meet user wishes.

### **4. Structures and Processes**

4.1 The Fire Authority will establish effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation and will;

4.1.1 define the roles and responsibilities of Members and Officers to ensure accountability, clarity and good ordering of the Fire Authority's business,

4.1.2 ensure that there is proper scrutiny and review of all aspects of performance and effectiveness,

4.1.3 demonstrate integrity by ensuring a committee structure and scheme of delegations that provides for checks and balances over decision making~~proper balance of power and Authority,~~



4.1.4 document clearly such structures and processes and to ensure that they are communicated and understood to demonstrate openness and inclusively,

4.1.5 ensure such structures and processes are kept up to date and adapted to accommodate change,

4.1.6 Document decisions taken at delegated levels and publish urgent decisions taken outside the normal delegated arrangements.

## **5. Risk Management and Internal Control**

5.1 The Fire Authority will establish and maintain a systematic strategy, framework and processes for managing risk which will;

5.1.1 include making public statements to stakeholders on the Authority's risk management strategy, framework and processes to demonstrate accountability,

5.1.2 include mechanisms for monitoring and reviewing effectiveness against agreed standards and targets and the operation of controls in practice,

5.1.3 demonstrate integrity by being based on having robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks,

5.1.4 display openness and inclusively by involving all those associated with planning and delivering services, including partners,

5.1.5 include mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that changes in circumstances are accommodated and that it remains up to date.

## **6. Standards of Conduct**

6.1 The Fire Authority believes that the Seven Principles of Public Life, also known as the Nolan Principles, of selflessness, integrity, objectivity, accountability, openness, honesty and leadership form the cornerstone of effective corporate governance and that the reputation of the Authority depends on the standards of behaviour of everyone in it, whether Members, employees or agents contracted to it.

6.2 The Fire Authority will aim to ensure that Members and senior Officers;

6.2.1 exercise leadership by conducting themselves as role models for others within the Authority to follow,

6.2.2 define the standards of personal behaviour that are expected from Members and staff and all those involved in service delivery.

6.3 Further, the Fire Authority will put in place arrangements to ensure;

6.3.1 accountability, through establishing systems for investigating breaches of Officer and Member Codes of Conduct and Officer

| disciplinary ~~problems~~ issues and taking action where appropriate, including arrangements for redress,

6.3.2 effectiveness in practice through monitoring their compliance,

6.3.3 that objectivity and impartiality are maintained in all relationships to demonstrate integrity,

6.3.4 that such standards are documented and clearly understood to display openness and inclusivity and are reviewed on a regular basis to ensure that they are kept up to date.

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer – Matthew Warren

Presenting officer: Democratic Services Officer – Dawn Cave  
Telephone: 01223 699178  
Email: [dawn.cave@cambridgeshire.gov.uk](mailto:dawn.cave@cambridgeshire.gov.uk)

Date: 15 June 2023

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## Appointments to Committees and Outside Bodies

### 1. Purpose

- 1.1 To make appointments to Committees, outside organisations and other bodies.

### 2. Reasons for updating the schedule

- 2.1 There have been changes to County Council proportionality following the elections in May 2023. These impact on overall Fire Authority membership in that the Liberal Democrat group now has one additional County Council seat on the Fire Authority, and the Conservative group has one fewer.
- 2.2 Councillor Ros Hathorn (Liberal Democrat) was appointed to the Fire Authority at the County Council's Annual Council meeting in May, replacing Councillor John Gowing (Conservative). There have been no other changes to Fire Authority membership.
- 2.3 There have also been changes to Committee places resulting from the changes in proportionality. Fire Authority Group Leaders have been asked to review the current appointments and make any changes, as appropriate. These are included in the attached schedule, and are summarised below:
- The Liberal Democrat group has one additional seat on Overview and Scrutiny Committee: Cllr Ros Hathorn replaces Cllr John Gowing;
  - The Liberal Democrat group has one additional seat on the Appointments Committee: Cllr Doug Dew replaces Cllr Ian Gardener.
- 2.4 The only item outstanding is the appointment of Labour substitutes to the Appeals, Appeals (Pensions) and Disciplinary and Grievance Committees. These appointments will be reported verbally at the Fire Authority meeting.

### 3. Recommendations

- 3.1 The Authority is asked to agree the updated schedule of appointments, as attached at Appendix 1.

#### 4. Risk Assessment

- 4.1 Political – It is important, where possible, to fill vacancies to ensure the effective operation of the Fire Authority's democratic process.

#### Source documents

Schedule of appointments – attached

**APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES**

**POLICY & RESOURCES COMMITTEE (9 members)**

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

**OVERVIEW AND SCRUTINY COMMITTEE**

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

IAN GARDENER	C
MAC MCGUIRE	C
SCOTT WARREN	C
SIMONE TAYLOR	IND
<b>ROS HATHORN</b>	<b>LD</b>
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
CATHERINE RAE	L

**APPOINTMENTS COMMITTEE (7 members)**

KEVIN REYNOLDS	C
MAC MCGUIRE	C
DAVID OVER	C
EDNA MURPHY	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L
<b>DOUG DEW</b>	<b>LD</b>

**PERFORMANCE REVIEW COMMITTEE (3 Members + 3 Substitutes)**

MOHAMMED JAMIL	L	
KEVIN REYNOLDS	C	
EDNA MURPHY	LD	
MAC MCGUIRE	C	Substitute
DOUG DEW	LD	Substitute
BRYONY GOODLIFFE	L	Substitute

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

BRYONY GOODLIFFE	L	
<b>MAC MCGUIRE</b>	<b>C</b>	
ANDREW BOND	LD	
IAN GARDENER	C	Substitute
SEBASTIAN KINDERSLEY	LD	Substitute

**+ 1 LABOUR SUB tbc**

**FIRE AUTHORITY DISCIPLINARY AND GRIEVANCE COMMITTEE (3 Members + 3 Substitutes)**

DAVID OVER	C	
CATHERINE RAE	L	
PHILIPPA SLATTER	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

**+ 1 LABOUR SUB tbc**

**FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 3 Substitutes)**

KEVIN REYNOLDS	C	
MOHAMMED JAMIL	L	
SEBASTIAN KINDERSLEY	LD	
MANDY SMITH	C	Substitute
DOUG DEW	LD	Substitute

**+ 1 LABOUR SUB tbc**

**COMBINED AUTHORITY**

Combined Authority	EDNA MURPHY  (SUBSTITUTE: MOHAMMED JAMIL)	LD  L
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**MEMBER CHAMPIONS/LEAD MEMBERS**

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH  MOHAMMED JAMIL
<del>Health and Safety</del>	<del>JOHN GOWING</del>

**LOCAL GOVERNMENT ASSOCIATION**

EDNA MURPHY	LD
MOHAMMED JAMIL	L
KEVIN REYNOLDS	C

**LOCAL GOVERNMENT ASSOCIATION FIRE SERVICE COMMISSION**

EDNA MURPHY	LD
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## Cambridgeshire and Peterborough Fire Authority Minutes of the Policy and Resources Committee meeting

Date: 31 January 2023  
Time: 2.00pm – 3.15pm  
Place: Fire HQ, Huntingdon  
Present: Councillors: S Bywater, B Goodliffe (Chair), M Jamil (Vice Chair), E Murphy, D Over, K Reynolds, P Slatter and M Smith  
Officers: Jon Anderson, Dawn Cave, Shahin Ismail, Stuart Smith, Chris Strickland, Deb Thompson and Matthew Warren  
In attendance: Rachel Brittain and Wanda Khonjwayo (BDO)

There was a minute's silence for Scottish Fire and Rescue firefighter Barry Martin who had recently died after attending a fire in Edinburgh. The Chair said that the thoughts of CFRS were with the family and colleagues of Mr Martin at this sad time.

### 25. Apologies for absence and declarations of interest

Apologies were received from Councillor Atkins.

There were no declarations of interest.

### 26. Minutes of the Policy and Resources Committee held 20<sup>th</sup> December 2022

The minutes of the meeting held on 20<sup>th</sup> December 2022 were approved as a correct record.

### 27. Action Log

The Action Log was noted. All action were completed or in hand.

### 28. Draft Fire Authority Budget 2023-24

Members considered the draft Fire Authority Budget for 2023-24, the draft Medium Term Financial Strategy for 2023-28, and the detailed medium term capital programme for 2023-27.

The Committee had been briefed at its meeting in December 2022 about the government announcement on how Fire Authority Council Tax levels could be increased. At that meeting, the Committee had agreed the forecast budget for 2023/24, to include public consultation on the maximum £4.95 Council Tax increase. The draft budget had also been shared with members of the Overview and Scrutiny Committee at their meeting on 19/01/23, where no changes were requested. The presentation of the Budget had changed significantly compared to previous years. The main increases related to pay, with budgeted increases of 5% for 2022-23 and 4% for 2023-24. These pay increases could be paid for by the Council Tax increases recommended. If that recommended increase was not realised, the Service would need to revisit its business continuity plans.

A Member observed that inflation was a major unknown, and asked what would be done with the contingency at the end of the year? Officers advised that there were still Reserves, which were sufficient, and all indications were that inflation would reduce. The Member commented that he had not felt that last year's budget was strong enough.

A Member queried the considerable increase in Consultant Fees, from £214,000 in 2022-23 to £414,000 in 2023-24. Officers advised that some of this related to specialist advice in relation to Property, especially around pre-application. The majority of the increase related to a specific technology, where skilled staff had left the in-house team and it was difficult to recruit as it was a niche market. As an alternative, resource was bought in as and when required.

A Member asked whether staff managers at all levels were reviewing costs continuously, particularly in terms of justifying new appointments to vacancies. Officers confirmed that this was the case.

The Committee received a Public Question from Mr Mark Harriss, a CFRS employee, in a private capacity. An officer observed that as FBU representative, it was difficult for Mr Harriss to speak independently on the issues raised:

*On page 10 of the draft budget book 2023/2024 (Agenda item 4 Appendix), you write: "The pay award for operational staff is still yet to be determined but it has been assumed to be 5% for 2022/23 for the preparation of the 2023/24 budget." and "we have assumed pay increases of 4% going into 2023/24".*

*In November 2022, the 5% pay award was rejected and called an insult by firefighters, so much so, that in December a ballot for strike was launched with the result due on 30th/31st Jan.*

*We know that 2022 inflation hit over 11%. The Office for Budget Responsibility (OBR), which advises the government on its economic plans, forecasts that CPI inflation will be 7.4% in 2023.*

*Aren't the figures you provide a little low? And have you forecasted for inflation matching (or beating) pay awards for both 2022 and 2023?*

The Chair advised that a written response would be sent to Mr Harriss.

**Action required: Deputy Chief Executive Officer (*response attached as Appendix 1*)** Briefly, officers commented that the assumed pay rises were within the context of the overall funding package, and that the Fire Authority had to live within its means: the 5% and 4% respective annual pay increases represented what was achievable within the financial constraints detailed, and the recommendations set out. In addition, it was noted that government was warning against higher pay awards which could lead to pay inflation.

It was resolved unanimously to:

1. review the budget book attached at Appendix 1 and endorse the recommendations detailed on Page 17 within it:
  - (i) that approval is given to a Fire Authority budget (as detailed in Appendix 1) to the requirement of £33,678,280;
  - (ii) that approval is given to a recommended Fire Authority precept for Tax from District Authorities and Peterborough City Authority of £24,134,451;
  - (iii) 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 (302,095):

Band	2022/23	Authority Tax	2023/24	Band	2022/23	Authority Tax	2023/24
A	£49.98	+£3.30	£53.28	E	£91.63	+£6.05	£97.68
B	£58.31	+£3.85	£62.16	F	£108.29	+£7.15	£115.44
C	£66.64	+£4.40	£71.04	G	£124.95	+£8.25	£133.20
D	£74.97	+£4.95	£79.92	H	£149.94	+£9.90	£159.84

- (iv) That approval is given to the Capital Programme detailed in Appendix 2.

## 29. Annual External Audit Report

The Committee considered the Annual External Audit Report. Members noted that this late report had been accepted by the Chair for the following reasons for urgency and lateness:

Reason for lateness - finalisation of comments

Reason for urgency – Policy and Resources is the most appropriate Committee to consider the Value For Money report and finalisation of the audit work which has already had significant delay.

Rachel Brittain of BDO introduced her BDO colleague Wanda Khonjwayo, who would be working with the Authority, going forward. She thanked Members for their patience, as this report had been outstanding for some time. The report summarised the key issues arising from BDO's audit of the Fire Authority for the year ended 31/03/2021, and an unqualified opinion of the Authority's financial statements on 14/02/2022 had been issued.

It was noted that the External Auditors were now required to review and report on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources, and report on any significant weaknesses in those arrangements. No such weaknesses had been identified, and the report was very positive. The External Auditor advised that the Authority needed to continue to robustly monitor the impact of inflation on its funding position.

In response to a Member question, it was confirmed that there were a number of minor recommendations arising from the Audit, which were set out on the penultimate page of the report. It was also noted that the Auditor's Annual Report would be published on the Fire Authority's website. Action required: Scrutiny and Assurance Manager.

It was resolved unanimously to approve the Audit Completion Report.

## 30. Revenue and Capital Budget Monitoring Report 2022-23, including a mid-year Treasury Management Update

Members considered an update on revenue and capital spending as of 31 December 2022.

There had been no significant changes since the Monitoring Report had been presented to the December Committee meeting. Many of the budget lines were showing underspends, as the full impact of inflationary increases had

not yet been incurred. It was confirmed that there was no government support for energy costs.

The operational fire budget related to On-Call firefighter expenditure, which fluctuated according to demand. The budget was significantly overspent due to the high levels of operational activity over the summer months. The Home Office had indicated that it may grant funding to cover the financial impact of such spare conditions. It was confirmed that the spare funding, if forthcoming, should be received by the end of the current financial year.

In terms of the Treasury Management review, there had been no major changes, other than cash reserves reducing significantly due to property projects. Many public bodies were opting to no longer invest in banks domiciled in countries with questionable ethical standards, and therefore it was likely that those investments would be reviewed and reinvested in UK based institutions, when they matured in the coming months.

It was resolved unanimously to:

note the position on revenue and capital spending and the mid-year treasury management update attached at Appendix 2.

### 31. Fire Authority Programme Management – Monitoring Report

Members considered an update against the 2022/23 projects.

The Committee noted issues around the ongoing delays with the Replacement ICCS and Mobilising Solution, where extended timescales for some planned work could cause issues for meeting overall timescales. A decision would be made in early April on when to go live with the new system, which may be after the summer. The likely process, including moving the Control Room to St Ives temporarily whilst the new technology was installed at Service Headquarters, were noted.

With regard to the Review of Operations project (P137), the focus was moving from business continuity to the flexibility and efficiency side of project. This project would mean the Service was well placed to deal with the next HMICFRS Inspection round on productivity and efficiency. The Strategic Brief template for the Inspection had changed four times over the last month, and the advantages of being early in the Inspection process were noted. It was also noted that this should also meet the government's requirement for Fire Authorities to provide an efficiency statement plan to the Minister to justify a decision to increase the precept by £4.95.

It was resolved unanimously to note the programme status report, as of December 2022, attached at Appendix 1.

### 32. Strategic Risk and Opportunity Management Register

The Committee considered an updated strategic risk report, as of January 2023, highlighting those risks that were considered above the risk appetite of the Authority.

Members noted that the report had been accepted by the Chair for the following reasons for urgency and lateness:

Reasons for Lateness – capacity to complete the report has been impacted by the HMICFRS inspection.

Reasons for Urgency – the Risk review to Policy and Resources is overdue.

Cyber-attacks remained one of the highest risks posed to the Service, and work continued to keep systems protected as new threats came forward, including educating staff on the emerging threats.

There were a number of risks related to fire from electric vehicle battery and large battery energy storage sites, especially as there was a lack of UK guidance and legislation around these issues. Members discussed these issues, noting that proprietors of EV and battery storage facilities should be undertaking their own risk assessments. The key issues were how the risks with electrical batteries were mitigated, and the issue of capacity to deal with these issues. The recent issue of JustEat scooters in Cambridge was noted. The main problem was that the legislation had not yet caught up with the technology. Until that point, a pragmatic approach was being taken, in discussion with partners and governmental departments.

An error was noted on the presentation of Risk Number STA-R221 in the report.

There was a discussion on the increase in solar panel battery storage being housed in attics in domestic properties, which often also housed combustible materials. There was also a question about the proliferation of log burners. Officers commented that log burners were more easily dealt with, whereas battery fires were harder to deal with as the thermal runaway process meant that such fires did not need oxygen. The Fire Service does not have any jurisdiction on domestic properties, so was reliant on appropriate legislation coming forward. A Member suggested greater public awareness and education may be required.

A Member suggested that evidence of attendance at an increasing number of battery fires could be used to put pressure on MPs and government departments. It was confirmed that information on battery fires had to be extracted manually, but it was agreed that this could feed into the community safety messaging. Action required.

A Member suggested that the Fire Service could consider input into the training of apprentices and new workers in emerging green technologies.

It was resolved unanimously to review and note the Strategic Risk report.

### 34. Estate projects – update

Members received an update on current and proposed estates projects.

It was noted that a full report on the new Huntingdon Fire Station and Training Centre would be considered at the Fire Authority meeting on 10<sup>th</sup> February. Pre-applications discussions with Huntingdonshire District Council were still ongoing regarding the current site. A positive decision was expected, but it was taking longer than anticipated, due to the site being in both a flood risk area and in a Conservation area.

Cambridgeshire Constabulary had decided not to proceed with the St Neots co-located site, following the procurement process.

Members noted the issues around the last remaining domestic property owned by CFRS, at Upherd Lane in Ely, which is part of the legacy from when Fire Services, like Police Forces, had a considerable portfolio of domestic properties for operational personnel. In response to a Member question, it was confirmed that CFRS was unlikely to offer to sell the property to the District Council, as it had a duty to maximise the return for the property. A Member asked if there was any value in retaining the Ely property, for cashflow/Reserves purposes, so that the return was not realised this year. Officers advised that they were keen to divest of the property as soon as possible, given that it was unoccupied, and the cost burden it incurred.

There was a discussion about joint working with Cambridgeshire Constabulary on co-located sites, given the amount of work that had been put into potential projects at Dogsthorpe, Monkswood, Wisbech and now St Neots, only for Cambridgeshire Constabulary to withdraw. A Member suggested that whilst opportunities were limited going forward, an earlier and more detailed assessment on the viability of projects may be worthwhile, so that work was not wasted on aborted projects. Officers agreed that this was a source of frustration, and there was a need to learn to “fail early” and put clear timescales on such projects. Often there was initial enthusiasm but this could

dissipate following personnel changes. A Member observed that several years ago, there had been considerable political pressure from government for Blue Light services to work together on projects to save money, but there was now less pressure.

It was resolved unanimously to:

- a) approve the sale of Upherds Lane in Ely;
- b) note the update on other estate projects.

### 35. Fire and Indemnity Company (FRIC) Update

Members received an update on the insurance and protection arrangements provided by the Fire and Rescue Indemnity Company (FRIC).

The Committee was reminded that FRIC was a Mutual company limited by guarantee, owned and controlled by its twelve Members, with CFRS being one of the original five founder members. The company has been very successful, and one of the key benefits was that CFRS's insurance costs had been minimised in a market where costs had been increasing rapidly, with contribution rising by only 2% in 2022/23, mainly as a result of the reduction in fleet size.

A Member observed that the discounts available to CFRS resulted from the Authority having been proactive in a number of innovative areas such as CCTV in vehicles, Health & Safety and training.

It was resolved unanimously to:

- note the contents of this report and in particular, the ongoing benefits of FRIC membership.

### 36. Work Programme

Members noted the forward Work Programme.



Appendix 1

Mr M Harriss

VIA EMAIL

8 February 2023

Dear Mr Harriss,

At the Policy and Resources Committee on 31 January 2023 the Chair of that Committee permitted the asking of a late question on agenda item 4 (Draft Fire Authority Budget 2023/24) that had been sent by you as a 'private individual'. The question was;

*On page 10 of the draft budget book 2023/2024 (Agenda item 4 Appendix), you write: "The pay award for operational staff is still yet to be determined but it has been assumed to be 5% for 2022/23 for the preparation of the 2023/24 budget." and "we have assumed pay increases of 4% going into 2023/24".*

*In November 2022, the 5% pay award was rejected and called an insult by firefighters, so much so, that in December a ballot for strike was launched with the result due on 30th/31st Jan.*

*We know that 2022 inflation hit over 11%. The Office for Budget Responsibility (OBR), which advises the government on its economic plans, forecasts that CPI inflation will be 7.4% in 2023.*

*Aren't the figures you provide a little low? And have you forecasted for inflation matching (or beating) pay awards for both 2022 and 2023?*

I answered the question in my capacity as presenting Officer of the agenda item and Treasurer to the Authority. As you were unable to attend the meeting in person, in accordance with current Standing Orders as to Meetings, my written response is;

*The Fire Authority has a duty to set a balanced budget. This service must consider costs against available funding. The proposed budget provides for cost of living pay awards of 5% and 4%, that are affordable within the current funding envelope. If the negotiations regarding pay do create a pressure above that allowed for in the budget, then the Authority will require the Service to identify measures to identify savings that will fund the additional budget.*

I would also add that the Monitoring Officer has advised that in future, given that you are the Fire Brigades Union representative, questions from you will only be permitted in your official capacity to properly distinguish such questions from those asked by members of the public.

Your sincerely,

**Matthew Warren**  
**Deputy Chief Executive Officer**

Cc Policy and Resources Committee Members

Cambridgeshire and Peterborough Fire Authority  
Minutes of the Policy and Resources Committee meeting

Date: 26<sup>th</sup> April 2023

Time: 2.00pm – 3.08pm

Place: Fire HQ, Huntingdon

Present: Councillors: S Bywater, B Goodliffe (Chair), M Jamil (Vice Chair), D Dew, E Murphy, D Over, K Reynolds, P Slatter and M Smith

Officers: Jon Anderson, Shahin Ismail, Tamar Oviatt-Ham, Stuart Smith, Chris Strickland, Deb Thompson and Matthew Warren

37. Apologies for absence and declarations of interest

No apologies received or declarations of interest made.

The Chair welcomed Councillor Doug Dew to the Committee and thanked Councillor Michael Atkin for his time as a member of the Committee.

38. Minutes of the Policy and Resources Committee held 31<sup>st</sup> January 2023

The minutes of the meeting held on 31<sup>st</sup> January 2023 were approved as a correct record.

39. Action Log

The action log was noted. All actions were completed or in hand.

40. Revenue and Capital Budget Monitoring Report

Members considered an update on revenue and capital spending as of 31 March 2023.

Members noted:

- The report was still subject to year-end changes and a full update would be given, including any carry overs, in the report to Committee in June.

- The impact of pay award was highlighted in appendix 1 of the report and showed an overspend of 2%. This followed through to the control and local government staffing but not through to professional staffing as there had been a significant turnover in this area over the last year.

Arising from the report:

- A member queried why the rent and rates line was showing as red. The Deputy Chief Executive Officer explained that this was largely due to business rates and officers were currently reviewing where rates were being paid.

It was resolved unanimously to note the position on revenue and capital spending.

#### 41. Commercial and Procurement Activity – Annual Update

The Committee considered an update on the commercial activity of the organisation for the financial year 2022/23 (including exemptions), the key priorities for 2023/24 and an overview of changes to public procurement.

Members noted:

- Three category leads had been established, leading on specific elements of the service and this had created greater resilience within the team.
- A pipeline approach was used as best practice, and this allowed officers to establish, in good time, when contracts were coming to an end. Members noted that the PPE contract was coming to an end and that there would be an extensive piece of work carried out in relation to the retendering process.
- A new procurement act was being introduced by Government and there would be a focus around sustainability.
- The exemption process was only used in exceptional circumstances.

Arising from the report:

- A member queried if the waivers could be published on the Fire Authority Website. Officers stated that they could append the list of waivers to the regular report and that they could also publish them on the website. **ACTION**

- A member questioned whether there was a cost limit in relation to waivers. The Deputy Chief Executive Officer stated that waivers could be approved by the Chair of the Fire Authority on amounts over £50,000 and there was no limit. He clarified however that there were very strict criteria in relation to whether a waiver could be taken and that they would not be taken if the reasons were avoidable.
- A member sought clarity on any supply chain issues the authority were experiencing or would experience going forwards. The Deputy Chief Executive Officer explained that there would be challenges going forwards in relation to the supply of PPE in particular the BA set valves and lease cars. He explained that officers had established good lead in times to account for these difficulties. The Head of Commercial and Business Support explained that there was a risk register for the procurement of all contracts and that any issues were raised at regular contract review meetings. The Chief Fire Officer highlighted that the procurement team had significant influence on the National Fire Authority Council in relation to procurement and had been involved in work at a national level in relation to the training framework, pre-hospital emergency medicine, the apprenticeship framework and contingent labour.

It was resolved unanimously to note the contents of this report.

## 42. Community Risk Management Plan (CRMP) 2024-29

Members considered an update on the creation of the Service's Community Risk Management Plan (CRMP) for 2024/29 and seek approval for our CRMP creation plans.

Members noted:

- The risk management plan was reviewed every 3-5 years. Officers were currently going through the process of collecting and analysing data.
- The report outline the timescales of the review and consultation process on the risk management plan.
- Consultation on the plan would be carried out through community forums and then the plan would be brought back to committee for approval in November 2023. The diagram at 9.4 of the report outlined the consultation timescales. Officers stated there was a possibility

there might be a delay in bringing the plan to Committee for approval due to the tight timescales for consultation.

- The plan was due to go live on 1 April 2024.
- The Chief Fire Officer stated that His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) had given positive feedback on the process in the inspection report for 2021-22.

Arising from the report:

- A member sought further information on the consultation process in relation to the community engagement forums. The reporting officer explained that there were over 200 people on the fire authorities social media network and that the service had established connections through partner organisations with hard to reach groups. The reporting officer stated that they also used the nextdoor app as well as facebook and tiktok to engage with individuals.
- A member queried whether officers had an idea of the number of responses they would receive through the consultation process. The reporting officer explained that through the first round of engagement in May-July through social media etc they expected to receive a good response rate. The reporting officer stated that through the second round when the formal consultation took place in November - January they generally receive around 30-40 formal responses.
- The Chair queried whether any engagement was carried out through the library service and a member also commented that members of the fire authority should be engaged to help increase engagement with the consultation. The reporting officer explained that they would contact members of the fire authority to see how they could support the engagement process. **ACTION**
- A member queried if there was any overlap with engagement on flood risk and rescue that could be utilised to help further engagement. The reporting officer explained that they worked closely with the Districts and County Council in this area and that as part of the safe and well visits that the fire authority carry out they discuss flood risk with individuals. They also work closely with the Environment Agency.

It was resolved unanimously to:

1. note the contents of this report and make comment as they deem appropriate;
2. approve the approach to Community Risk Management Plan creation.

#### 43. Efficiency Plan 2023-24

Members considered an overview of the Efficiency Plan for 2023/24.

Members noted:

- The service had worked hard over the last few years to prepare for potential financial challenges including extensive financial business continuity planning. The
- Government had provided fire and rescue authorities with the ability to increase its Band council tax by £5 and the increase in Cambridgeshire meant that, whilst efficiencies had been identified further cuts had been avoided.

It was resolved unanimously to note the plan and the compliance action, taken on behalf of the Authority, by the Service.

#### 44. Cambridgeshire Fire and Rescue Service Unwanted Fire Signals (UFS) Strategy

The Committee considered an update on update the Policy and Resources Committee on the strategy to reduce the burden of unwanted fire signals (UFS), and the Service's reporting of automatic fire alarms (AFA's) to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Members noted:

- A policy was already in place for non-attendance of AFAs during the period of 09:00 and 17:00 hours, Monday to Friday, for some none domestic premises (namely shops and offices) and this change had been made historically based on data and to improve efficiency and effectiveness when delivering services to the public.

- As part of the Operational Response Review project data had been reviewed to understand what capacity any additional policy change would create.
- It was intended to extend the AFA non-attendance policy between the hours of 09:00 – 17:00 Monday to Friday for the following additional premises:
  - Hospitals and hospices
  - Houses of multiple occupancy
  - Prisons and secure accommodation
  - Hostels
  - High rise buildings
- Officers had been consulting extensively with all of the bodies potentially affected by the change.

Arising from the report:

- A member sought further clarity in relation to vulnerable adults in high rise buildings and whether AFAs would be attended in such cases. The reporting officer explained that individual flats with AFA in high rise buildings would be treated as private residential properties so would be attended. If an AFA was activated in a communal area during the proposed times then this would be subject to the double knock system.
- A member commented that the additional premises added to the policy were public organisations and queried how regularly their fire procedures were checked. The reporting officer explained that there was a risk based inspection programme in place and public organisations were inspected on a regular basis and should they have a particular issue then the service would reserve the right to attend the premises.
- A member queried if schools were attended automatically. The reporting officer stated that education settings had not been attended automatically for a number of years.
- A member expressed their concern regarding the communications associated with the change in policy and how this would be publicised as the policy could be easily misinterpreted. The reporting officer explained that it was the onus of the responsible person at each premises to ensure fire procedures were in place and followed.

Officers had spoken to all responsible persons in relation to the change in policy and were supporting them.

- A member asked for more detail to be included in the communication of the changes in policy to ensure that it was clear to the general public why the changes were being made and plans in place to mitigate any risks. The reporting officer clarified that a detailed communications plan had been developed and agreed to share this with members.

#### **ACTION**

It was resolved unanimously to:

1. note the content of this report and in particular the risk assessment,
2. endorse the policy change detailed at Paragraph 8 of the report.

#### **45. Work Programme**

Members noted the forward Work Programme.

#### **46. Overview & Scrutiny Committee minutes for 19th January 2023**

Members note the Overview & Scrutiny Committee minutes of 19<sup>th</sup> January 2023.

#### **47. Exclusion of Press & Public**

It was resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### **49. Site of the former Huntingdon Fire Station**

The Committee received an update on progress with the sale of the old Huntingdon Fire Station site.

It was resolved unanimously to note the current position.



## Fire Overview and Scrutiny Committee Minutes

Date: Thursday 20 April 2023

Time: 14:00 – 15:05

Venue: Fire Service Headquarters

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

### 54. Apologies for Absence and Declarations of Interest

No apologies were received. There were no declarations of interest.

### 55. Minutes – 19 January 2023 and Action Log

The minutes of the meeting held on 19 January 2023 were agreed as a correct record and signed by the Chair. The action log was noted.

### 56. Integrated Risk Management Plan Performance Measures

The committee received a report which reviewed the authority's progress between 1 April and 31 December 2022 with regard to incidents and workforce diversity. In the most recent quarter, the total number of fires had reduced and there had been no fire deaths reported. There had been an overall increase in attendance time to primary fires and secondary fires, as impacted by spate conditions. The service also reported an increase in road traffic collisions, those killed or seriously injured, and special service support incidents. Applicant diversity data remained similar due to a low level of recruitment.

A verbal update was given on the mobilisation of crews of three. Since commencing this year, the authority had provided an additional thousand hours coverage, responding to 58 calls. The Assistant Chief Fire Officer was pleased with the launch and had identified no complications thus far.

During discussion, members:

- Clarified that the 'removal of objects from people' included any actions by the fire service that removed items from a person's body.
- Requested circulation of a written update on the progress of crews of three. **Action.**
- Established that it was difficult to determine an underlying cause behind the reduction in fires. This was due to the low number of fires occurring from which data could be extracted and variations in multiple determinants such as weather conditions and school holidays.
- Acknowledge that, although infrequent, older and alone individuals were more vulnerable to death by fire.

It was resolved unanimously to:

Note the contents of the performance report in Appendix 1 which covered the first three quarters of the year, 1 April to 31 December 2022 and make comment as appropriate.

## 57. Programme Management Monitoring Report

The committee received an update on progress against the corporate projects for 2022/23.

Review of the Integrated Command Control System (ICCS) and Mobilising Solution: SYSTEL had entered into a voluntary administration arrangement, which may have terminated by June, because the company was now in a profitable position. As Northern Ireland and Scotland were no longer contracted with SYSTEL, additional resource was available for continuing contracts, including Cambridgeshire. Release was anticipated in May, following which officers would train with the system prior to the potential onset of spate conditions in the summer months. The SYSTEL system would evaluate pump crew capabilities to ensure availability of appropriate skillsets. As SYSTEL would be leading the Direct Communication Server (DCS) roll out, the Cambridgeshire and Peterborough Fire Service would be the first in the country to use the system. This would improve the authority's market.

Review of Operations: The project board was considering recategorisation of the most serious calls into five levels, giving life risk greatest weighting. This would ensure improved utilisation of on-call assets and greater flexibility for mobilisation. The review had also highlighted the advantage of focussing on crew capabilities to ensure deployed pumps were manned with the required specialised skillsets.

Incident Command Review and Review of Specialist Equipment: The service was in discussion with the representative body with regard to the Incident Command Review and proposed increase in specialist equipment. Spate conditions had resulted in the requirement for additional 4x4 capacity.

On-call Initiatives: The service was looking to strengthen response by improving on-call area availability.

During discussion, members clarified that the authority was in dialogue with CISTEL to ensure their financial situation was maintained.

It was resolved unanimously to:

Note the Programme Status Report, as of March 2023, attached at Appendix 1.

## 58. Grenfell Disaster Action Plan and Related Works - Update

The committee received the Grenfell Disaster Action Plan, written in accordance with the Building Safety Bill and Fire Safety Act. Forty-three national recommendations had

been made following the disaster. In response to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommendations to improve communication from the control room to fire ground, the service had thus far utilised the £55,000 grant on electronic evacuation boards as well as smoke hoods. This would be monitored quarterly, alongside six monthly updates to the Home Office.

During discussion, members:

- Clarified that, within Cambridgeshire and Peterborough, 20 buildings had been categorised as in-scope (24+ storey) buildings. These buildings were safety monitored and additional planning applications for in-scope buildings would be reviewed by a multidisciplinary fire safety team in compliance with the Building Safety Act. The Fire Authority was a statutory consultee for new in-scope planning applications and, if the application was made through the local authority, the Fire Authority was likely to be aware of the proposal prior to determination and therefore able to make recommendations earlier. If approved inspectors were used, the Fire Authority may be informed later on in the building process.
- Established that the Fire Authority had published its perspective on the use of sprinkler systems in schools, which in some instances may include buildings over 18 metres tall.
- Understood that complex interior buildings would not be reviewed by the multidisciplinary fire safety team, but that a risk-based inspection programme was in place to ensure these buildings were known and met fire inspection orders. The Area Commander for Operational Response invited councillors to contact them should they have concerns about a specific building.
- Recognised that a review of medium-rise building risk had taken place.

It was resolved unanimously to:

Note the information within the report and specifically the works completed and underway to improve processes outlined at Paragraph 7.

## 59. Internal Audit Strategy

The committee received a report from Internal Audit which presented the proposed internal audit plan for 2023/24. The proposed audits for the year were in relation to the medium-term financial planning process, implementation of a new finance system, estate utilisation, procurement, and staff health and safety and contaminants. This would be the first review of contaminants and therefore it would be measured against best practice in other organisations where available. Review of the Integrated Command Control System (ICCS) and Mobilising Solution would be delayed, following the progress scheduled in Minute 57, Programme Management Monitoring Report.

During discussion, members learned that the Fire Brigades Union had conducted national research with regard to contaminants. Thus far, Cambridgeshire and Peterborough Fire Authority had contamination protection policy and procedure in

place, which initial discussions indicated was unlike other authorities. The authority would next focus on ensuring culture aligned with this updated practice.

It was resolved to:

Note the Internal Audit Strategy for 2023/24.

## 60. Internal Audit Progress Report

The committee received the Internal Audit Progress Report which marked the progress of the Integrated Risk Management Planning Framework and governance against the Internal Audit Action Plan. These had both had positive outcomes – the Integrated Risk Management Framework had substantial assurance and no medium actions, while governance had received reasonable assurance with one medium action regarding key documentation being updated in line with the current Code of Corporate Governance. Since the last meeting and following delays with ICCS and Mobilisation System, it had been agreed to include an audit of recruitment in the current year rather than ICCS and Mobilising System.

It was resolved to:

Note the Internal Audit Progress Report.

## 61. Community Engagement Forum - Update

The Community Engagement Forum had been launched at the end of 2022. Since then, it had grown to over 200 members. These members responded to questions set by the Media and Communication Team which would inform the Community Risk Management Plan.

The officer was enthusiastic about the level of community support – he had anticipated the forum would have a hundred members, but now hoped numbers could reach a thousand. Growing the forum to ensure it was representative of the community the Fire Service served was a key objective of the team and this could occur through targeted advertising.

During discussion, members:

- Learned the forum responded to surveys and could provide additional information to the question responses in order that other thoughts and feelings were also expressed. In future, separate events may be organised in local communities to address localised issues, but no topic had yet been determined.
- Noted that, alongside contacting parish councils, social media - such as community Facebook groups and NextDoor – were used to ensure widespread interest, including in rural areas. Members offered to reiterate the opportunity to belong to the forum to parish councils.

It was resolved to:

Note the contents of the report and make comment as appropriate.

## 62. Culture Related Work

Ensuring a good workplace culture had been a strategic focus of the service for the past ten years and would continue to be for the next five years through the Community Risk Management Plan. Therefore, the engagement survey and last inspection indicated that the Fire Authority had a positive workplace culture, particularly in relation to other authorities. However, officers recognised further work could and would be done, with work on the Community Risk Management Plan commencing in May and additional necessary work being actioned following receipt of the final HMICFRS inspection report in four and a half months' time.

During discussion, members:

- Complimented the dynamic service approach to ensuring a good workplace culture.
- Established that the Inclusion Network could be attended by all colleagues and would be used to canvas views, assist with Equality Impact Assessments, and address all diversity topics. The Inclusion Steering Group was attended by senior managers, leaders of the Fire Service's diversity inclusion groups and Councillors Smith and Jamil. Inviting members of the Overview and Scrutiny Committee to the steering group as additional independent panel members would offer an alternative view. Therefore, all members asked to be invited to Equality and Diversity Steering Group meetings in order that those available could attend. **Action.**
- Suggested that progress for culture related work was seen six monthly and potentially as a future scrutiny item. **Action.**

It was resolved to:

- a) Note the work undertaken and make comment as they deem appropriate,
- b) Agree representation at quarterly Inclusion Steering Group meetings.

## 63. Cambridgeshire and Peterborough Fire Authority Overview and Scrutiny Work Programme

The committee resolved unanimously to note its work programme, pending the inclusion of the Annual Internal Audit Report, Staffing Action and Finish Group Update and, potentially Workplace Culture to the July agenda. **Action.**

Chair

