

OVERVIEW & SCRUTINY COMMITTEE



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

Date: Wednesday, 04 October 2023

14:00hr

Red Kite Room

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

AGENDA

Open to Public and Press

- | | | |
|----------|---|----------------|
| 1 | Apologies for absence and declarations of interest | |
| | <i>Guidance on declaring interests is available at</i> | |
| | http://tinyurl.com/ccc-conduct-code | |
| 2 | Minutes - 20th April 2023 | 3 - 12 |
| 3 | Integrated Risk Performance Measures | 13 - 24 |
| 4 | Fire Authority Programme Management Update Report | 25 - 32 |
| 5 | Cyber Security Update Report | 33 - 36 |
| 6 | Annual Review - Compliance with the Local Government
Transparency Code | 37 - 80 |
| 7 | Cambridgeshire Fire and Rescue Annual Governance Statement | |
| | <i>to follow</i> | |

8	Report on Use of Lithium-ion Batteries and Response by Cambridgeshire Fire and Rescue Service	81 - 84
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10	Emergency Services Benchmarking Report 2022-23	97 - 108
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The Overview & Scrutiny Committee 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 Sebastian Kindersley (Chair) Councillor Simone Taylor (Vice-Chair) Councillor Andrew Bond and Councillor Scott Warren Councillor Ian Gardener Councillor John Gowing Councillor Mac McGuire Councillor Catherine Rae

Clerk Name:	Daniel Snowdon
Clerk Telephone:	01223 699177
Clerk Email:	daniel.snowdon@cambridgeshire.gov.uk

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

Fire Authority Overview and Scrutiny Committee

Minutes - Action Log

This is the updated action log as at 4 October 2023 and captures the actions arising from the most recent Overview and Scrutiny Committee meetings and will form an outstanding action update to Members on the progress on compliance in delivering the necessary actions.

Minute No.	Report Title	Action to be taken by	Action	Comments	Status
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Minutes of the October 2022 Committee

39	Fire Authority Programme Management – Monitoring Report	DCEO	Replacement ICCS and Mobilising Solution Members voiced concerns regarding the cost of Airwave for taxpayers nationally and requested a Member briefing on the subject.	Update 19 January 2023 Subject will be included on the agenda at the next Member seminar scheduled for February 2023. Update 20 April 2023 Member seminar in February 2023 was a site visit to St Johns; next seminar planned for June 2023. Update 4 October 2023 Subject was included in a Members briefing session on 12 July 2023.	Completed
45	CPFA Overview and Scrutiny Committee Work Programme	Scrutiny and Assurance Manager	Inclusion of a potential staffing task and finish group and public consultation forum report.	Update 4 October 2023 Established that staffing task and finish group work is related to a trial at South Cambridgeshire District Council; a report on	Ongoing

				the trial outcomes and the way forward will be brought to the January 2024 Committee.	
Minutes of the January 2023 Committee					
48	IRMP Performance Measures	ACFO	Noted that the A1307, A1198 - Papworth St Agnes junction - and A1 Wittering had high rates of road traffic accidents. Signage work occurring to mitigate accidents. The Service agreed to request information from police databases regarding road accidents occurring on the A14 from Ellington to the Keyston/Bythorn junction following a change to the road layout.	Update 4 October 2023 Verbal update given at the meeting.	Completed
49	Update on the Expansion of Crews of Three Appliance Mobilisations to all Incident Types	Area Commander Smith	Established that data from crews-of-three mobilisations would be included on the Performance Dashboard and RNB Performance Report, which would highlight any concerns. This could also be included as a regular report to the Fire Authority. It was requested this was also seen quarterly by the Overview and Scrutiny Committee	Update 20 April 2023 Verbal update to be given at the meeting. Update 4 October 2023 Included as part of the regular reporting to this Committee on IRMP Performance Measures and will be included as part of the annual reporting on the same subject to the Fire Authority.	Completed
53	CPFA Overview and Scrutiny Work Programme	Scrutiny and Assurance Manager	The Committee discussed what areas or issues might add value to the scrutiny function. It was agreed not to progress the existing	Update 4 October 2023 Se also Minute 45 above.	Extant

			member-led review of estates, property management and capital programme but focus on people themes. Terms of reference for a member-led review on employee retention would be drafted and circulated for comment.		
Minutes of the April 2023 Committee					
56	IRMP Performance Measures	Area Commander Smith	It was requested that a written update on the progress of the crews of three was circulated.	Update 4 October 2023 Members received written communication on this subject on 13 July and 2 August 2023. See also Minute 49 above.	Completed
62	Culture related work	Head of People	Suggested that progress for culture work was seen six monthly and potentially as a future scrutiny item.	Update 4 October 2023 The annual Equality, Diversity and Inclusion Compliance Report is scheduled to be presented to the Fire Authority in November 2023. An update specifically on culture related work will be added to this Committees work programme in January 2024.	Completed
63	CPFA Overview and Scrutiny Work Programme	Scrutiny and Assurance Manager	The Committee resolved unanimously to note its work programme, pending the inclusion of the Annual Internal Audit Report, Staffing Action Task and Finish Group Update and potentially Workplace Culture to the July agenda.	Update 4 October 2023 Subject areas added to the work programme for January 2024 as July 2023 meeting was cancelled. See also Minute 45, 53 and 62 above.	Ongoing

Agenda Item 3

TO: Overview and Scrutiny Committee

FROM: Head of Service Transformation – Tamsin Mirfin

PRESENTING OFFICER(S): Assistant Chief Fire Officer (ACFO) – Jon Anderson

Telephone: 07711 444201

Email: jon.anderson@cambsfire.gov.uk

DATE: 4 October 2023

INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE MEASURES

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with our performance against our Integrated Risk Management Plan (IRMP) performance measures.

2. Recommendation

- 2.1 The Committee is asked to note the contents of the performance report in Appendix 1 which covers the first quarter of the year, 1 April to 30 June 2023 and make comment as they deem appropriate.
- 2.2 Appendix 2 is provided as additional information as requested by Members at the January and April 2023 Committees (Minute 49 and 56 respectively refer).

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 document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 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 business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
IRMP 2020/24	Hinchingbrooke Cottage Brampton Road Huntingdon	Tamsin Mirfin Head of Service Transformation tamsin.mirfin@cambsfire.gov.uk

Appendix 1

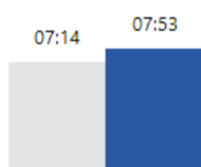
Overview and Scrutiny Committee – IRMP Performance Review 2023/24 Quarter 1

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 April 22- 1 April 23 -
30 June 22 30 June 23

Call Year to Date ▲ 8.8%



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

Rolling 5 Years ▼ -0.8%

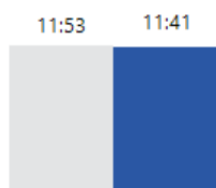


This remains within our performance measure at 7:53 for the first quarter. We have seen a month on month increase in the attendance times in this quarter. When looking deeper in to the data this has been driven by On-Call and over the border appliances being used in urban areas. However, the attendance times are still well within our performance standards.

Attendance times – first pump – most serious incidents – rural area within 12 minutes.

1 April 22- 1 April 23 -
30 June 22 30 June 23

Call Year to Date ▼ -1.8%



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

Rolling 5 Years ▼ -1.4%



There has been a good start to the year for our first pump in rural areas, achieving an average of 11:41, this is an improvement on last years first quarters performance.

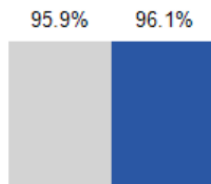
Attendance times – first pump – all incidents within 18 minutes on 95% of occasions

1 April 22-
30 June 22

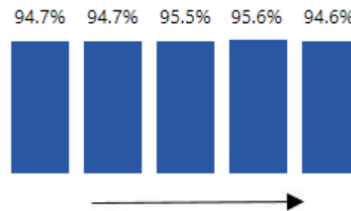
1 April 23 -
30 June 23

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

Call Year to Date ▲ 0.2%



Rolling 5 Years ▼ -0.1%



This performance measure is running slightly above our aim, of 95%, however the performance is similar to the previous year.

Again, this is linked to when appliances are attending incidents outside of their incident grounds and therefore have increased travel distances.

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.

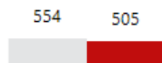
Total Fires

1 April 22-
30 June 22

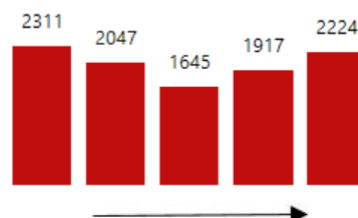
1 April 23 -
30 June 23

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

Call Year to Date ▼ -9%



Rolling 5 Years ▼ -4%



Total fires are down this quarter (505) compared to last year (554).

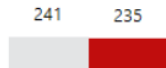
Of the 505 fires, 235 were primary fires, 251 secondary fires and 9 were chimney fires. The remaining fires were unassigned a fire classification at the time of reporting.

Primary Fires

1 April 22-
30 June 22

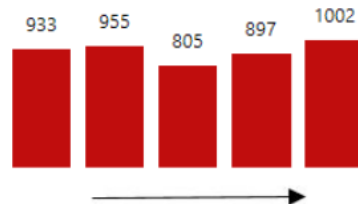
1 April 23 -
30 June 23

Call Year to Date ▼ -2%



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

Rolling 5 Years ▲ 7%



There have been 235 primary fires in the first quarter of the year; 6 less primary fires compared to the same period last year. The 5 year rolling figures will be impacted still from the summer spate conditions that we experienced in the summer of 2022/23.

Secondary Fires

1 April 22-
30 June 22

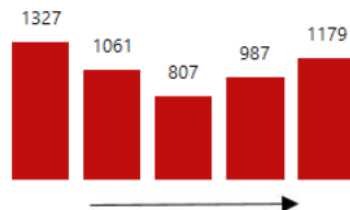
1 April 23 -
30 June 23

Call Year to Date ▼ -16%



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

Rolling 5 Years ▼ -11%



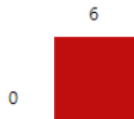
There were 48 less secondary fires this quarter compared to the same period last year. The reduction in secondary fires in April 2023 in Cambridge City, Fenland and South Cambridgeshire districts has contributed to the overall reduction in quarter 1 and could be because the weather was wetter in April 2023 (113.8mm of rain in March and 41.8mm of rain in April 2023) compared to April 2022 (33.8mm of rain in March and 5.2mm of rain in April 2022).

Fire Deaths

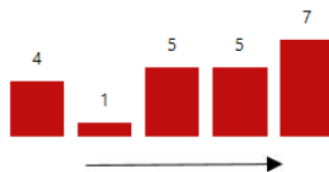
1 April 22- 1 April 23 -
30 June 22 30 June 23

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

Call Year to Date ▼



Rolling 5 Years ▲



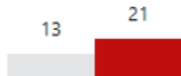
Sadly, there have been six fire deaths in the first quarter of this year. These fatalities occurred at three separate incidents. Five people died in two separate dwelling fires and one death was caused by a fire outdoors.

Fire Casualty

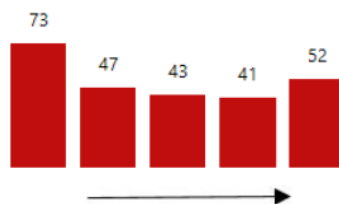
1 April 22- 1 April 23 -
30 June 22 30 June 23

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

Call Year to Date ▲ 62%



Rolling 5 Years ▼ -29%



There were 21 fire injuries this quarter compared to 13 for the same period the previous year.

The injuries all occurred at multiple separate incidents and the majority of injuries occurred at dwelling fires.

The rolling 12-month data shows that there have been 52 injuries in the last 12 months. The main increase has been in people having first aid at the incident; this was nearly double the previous year.

Road traffic collisions attended

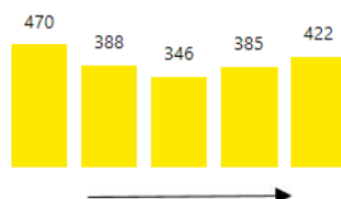
1 April 22- 1 April 23 -
30 June 22 30 June 23

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

Call Year to Date ▲ 1%



Rolling 5 Years ▼ -10%

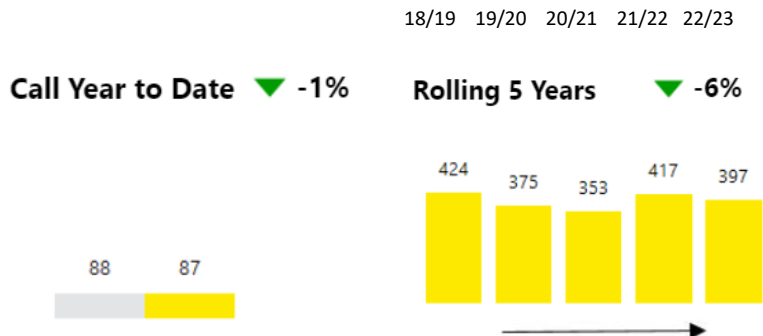


Road traffic collision incidents attended in the first quarter of the year, are similar to the previous years first quarter with a slight increase of one.

The rolling 5-year data is showing a 10% decrease however the previous 12 months is high at 422.

People killed or seriously injured in road traffic collisions

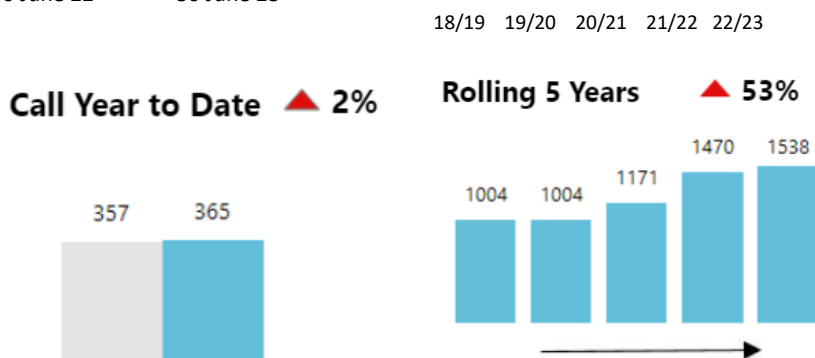
1 April 22- 1 April 23 -
30 June 22 30 June 23



The number of people killed or seriously injured in road traffic collisions is down by -6% over the rolling 5 years. The call year to date is down by -1% on the same period last year.

Special service incidents attended

1 April 22- 1 April 23 -
30 June 22 30 June 23

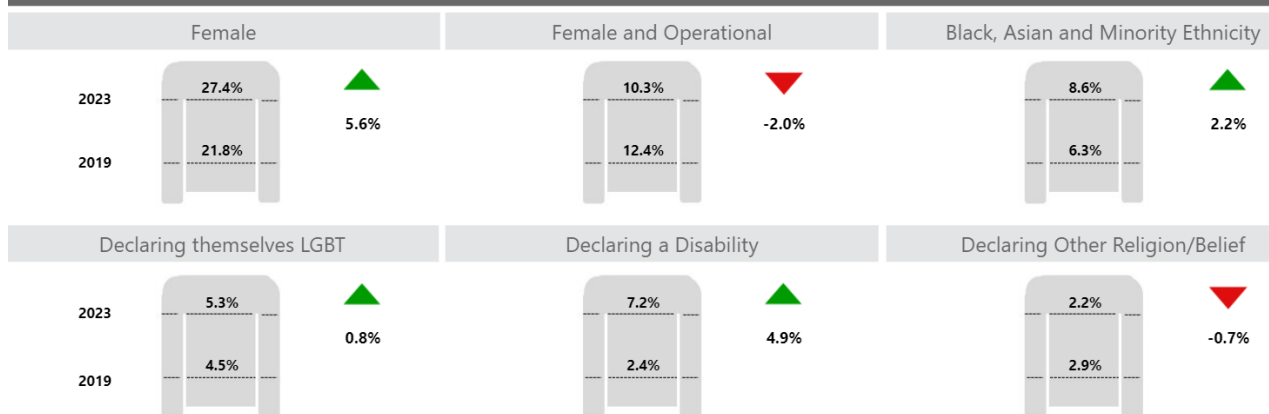


Special service over the 5 years sees an increase of 53% with a 2% increase in the call year to date.

No action (not false alarm), flooding and rescue or evacuation from water are the largest growth areas in special service incidents this quarter. This is likely to be linked to the increased rainfall that we saw in the first quarter.

We have seen a fall in assisting other agency incidents and hazardous material incidents. However, assisting agencies still remains our highest demand special service despite the slight fall in numbers of calls in this category.

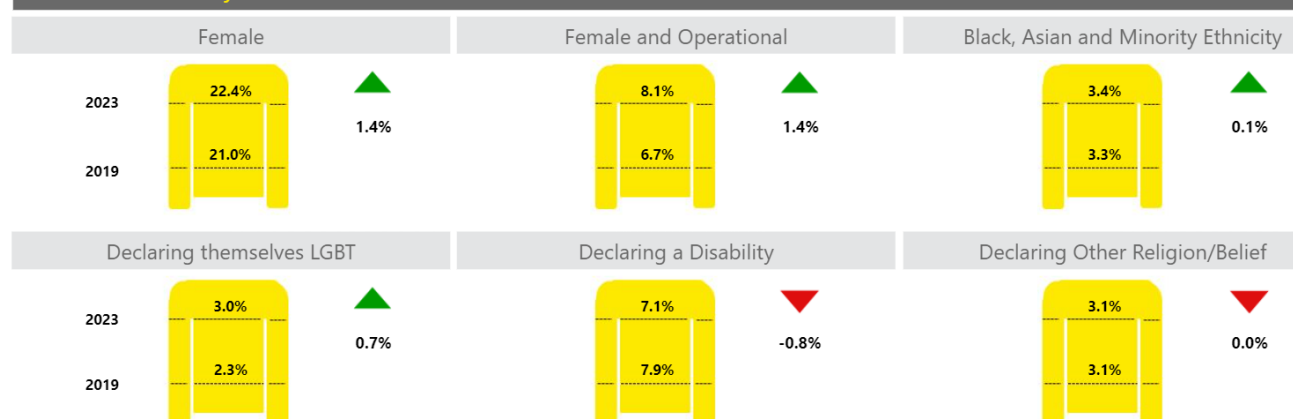
Applicant Diversity over a rolling five year period



We have seen increases in applicants in all areas apart from female operational and people declaring 'other religion or belief'. Whilst we have seen diversity in application from our wholetime recruitment campaign, this is yet to complete so we cannot fully assess this at this time.

We are taking each recruitment campaign and working with the performance team to build the proportions by demographic at each step, to identify where to review our process or take positive action.

Workforce Diversity



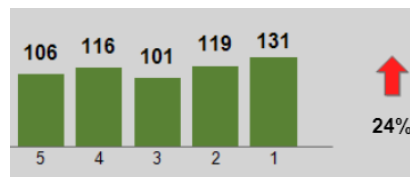
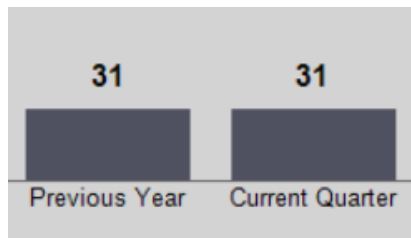
Our Full Time Equivalents (FTE) by main job was 533.8 and total headcount by main job was 629. FTE is down 12 from last year and head count by main job is down by -10.

We have seen slight diversity increases in all areas apart from those declaring a disability and those declaring 'other religion or belief'.

As well as looking at the numbers of fires, road traffic collisions and other incidents, we also look at trends and seek to understand the underlying causes or factors that we are able to influence to reduce numbers. We will be working to support businesses to ensure compliance with the Fire Safety Order and we will monitor this through:

The number of non-domestic fires

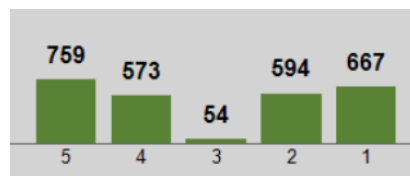
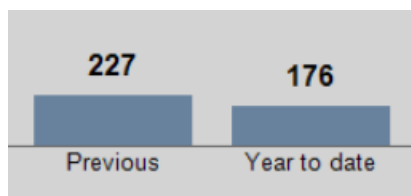
1 April 22- 1 April 23 - 30 18/19 19/20 20/21 21/22 22/23
30 June 22 30 June 23



There have been the same number of non-domestic fires in the first quarter as there were during the same time last year. The rolling 5-year data is showing an increase; however, this will be the impact of the summer spate conditions of last summer.

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

1 April 22- 1 April 23 - 30 18/19 19/20 20/21 21/22 22/23
30 June 22 30 June 23



There have been 176 business engagements carried out by the watches in the first quarter compared to 227 last year.

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.

In the first quarter of this year Suffolk Fire and Rescue Service served Cambridgeshire with notice of their intention to terminate the hugely successful Combined Fire Control. This is extremely disappointing however we continue to work with Suffolk to deliver the new ICCS and Mobilising System into service and continue to provide the Combined Fire Control service to both communities.

With each procurement or project, we consider the opportunities to collaborate and continue to work with our existing partners.

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

We continue to work with our suppliers to reduce costs where we can and to prepare for the new Procurement regulations to come in to force. The new On-Call payments process was introduced into Service. The aim is to use integrations to trigger payment claims from the mobilising system or the availability system and to reduce manual processing of claims. Work commenced on the next automated process developments. Digital works continue to be a focus of the organisation implementing replacement telephony connections as Public Switch Telephone Network (PSTN) is retired from service by BT.

Crews of Three

Although not an IRMP measure, at a previous Overview and Scrutiny Committee meeting, Members requested an update be included in this performance report on crews of three.

Crews of three continue to deliver 1100 hours of additional availability per month which equates to a 5.5% increase in availability. The desire is to progress to crews of four or five on these appliances and hopefully with five On-Call courses next year this should help.

In quarter 1 we have seen the following for crews of three;

- Mobilised to 48 calls over the three months. Since the implementation of crews of three we have seen Huntingdon On-Call (18), St Ives (23), Gamlingay (10), Ramsey (12) and Sawston (14) attending the highest number of calls with a crew of 3.
- Twenty-six of the 48 incidents saw the crew of three appliance in attendance, first on scene and they waited an average of 8 minutes for the second appliance to arrive (low call volume in April with a long response time to one incident has seen the rise in 2nd pump attendance time).
- Calls are primarily to road traffic collisions, building fires and automatic fire alarms.
- We have 10 instances where a crew of three has been alerted but mobilised with four or more riders. This will be monitored moving forward.

Appendix 2 provides an overview and more detail on crews of three since its implementation on 1 January 2023.

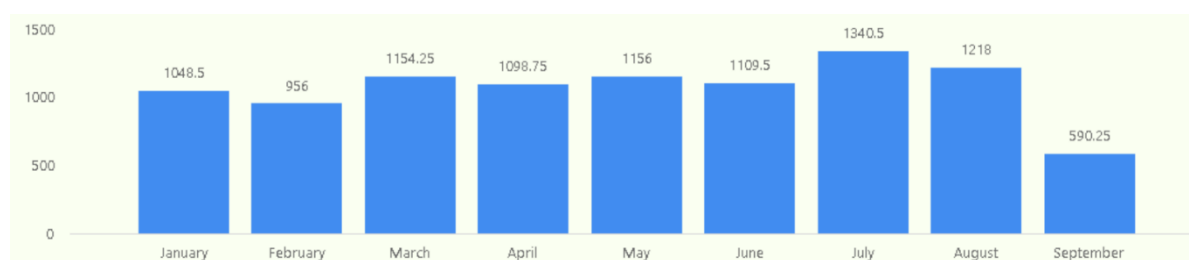
CREWS OF THREE UPDATE

Background

Crews of three (an On-Call crewing model) was implemented within Cambridgeshire Fire and Rescue Service (CFRS) on 1 January 2023. This briefing paper details the data that has been captured and the benefits the organisation has seen since this change was introduced. The data is correct as at 20 September 2023.

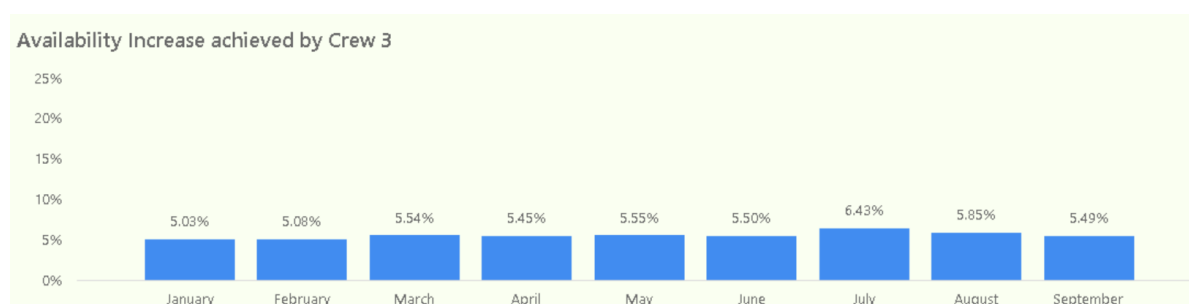
Crews of Three Available Hours Report

On average, we are seeing approximately 1100 hours a month of additional availability (hours) across all On-Call stations per month. These are hours of cover that were previously given by On-Call firefighters but with little benefit. Now they are mobilised with a crew of three, this availability not only becomes beneficial for the organisation but for the individuals giving the cover as they are more likely to be mobilised to an incident and in turn recompensed.



Availability Increase by Station

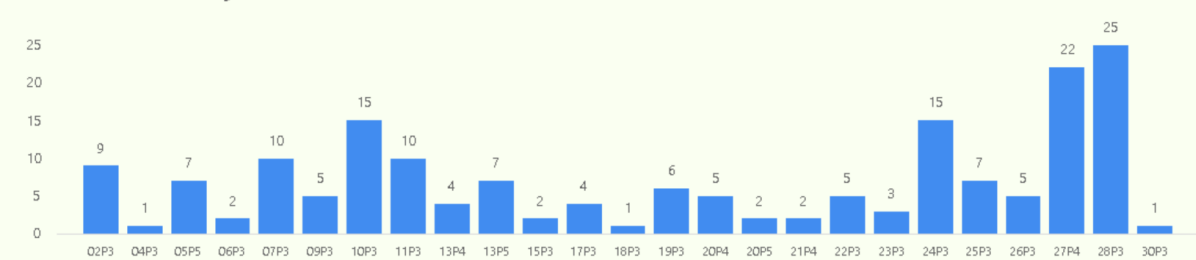
Our availability across the On-Call has seen an increase of 5.5% since the introduction of crews of three. Ideally, we would like to turn this availability into fully crewed availability.



Calls Attended by Crews of Three Per Station

Since the introduction of crews of three, we have seen some positive results with stations now getting more calls to incidents on their station ground. We expect this to help with retention of colleagues and increase confidence and competence as these firefighters are now able to practise their skills in an operational environment rather than just in training scenarios. Obviously our desire is to ensure we continue to recruit, so we mobilise fully crewed appliances where we can. St Ives (25), Huntingdon On-Call (22), Ramsey and Sawston (15) and Burwell and Gamlingay (10) are stations that have seen a greater increased call volume since the introduction of crews of three.

Crew 3 Mobilisations by Station



Key:

02P3- Cottenham	03P3- Sutton	04P3- Littleport	05P5- Ely	06P3- Soham
07P3- Burwell	09P3- Linton	10P3- Sawston	11P3- Gamlingay	13P5/4 St Neots
15P3- PVFB	17P3- Yaxley	18P3- Whittlesey	19P3- Thorney	20P5/4 Wisbech
21P3/4- March	22P3- Manea	23P3- Chatteris	24P3- Ramsey	25P3- Sawtry
26P3- Kimbolton	27P4- Huntingdon	28P3- St Ives	30P3- Cambourne	

Calls Attended, (including when crews of three arrived first and the delay in second appliance attending scene)

CFRS has attended 175 incidents since 1 January 2023 with crews of three. Eighty-nine, approximately half, of these incidents saw crews of three arrive first on scene and waited an average of five minutes and 19 seconds for the second appliance to arrive. This was in keeping with our planning assumptions when the model was introduced.

	January	February	March	April	May	June	July	August	September
Incidents Attended	23	16	19	11	17	20	28	26	15
Incidents Attended when Crew 3 Appliance arrived 1st	9	8	6	4	9	11	17	17	8
Average Delay to 2nd Appliance Arrival when Crew 3 Appliance arrives 1st	00:03:47	00:03:42	00:02:23	00:11:53	00:04:59	00:06:50	00:05:50	00:04:29	00:03:10

Calls where Appliances Mobilised as a Crew of Three but Mobilised with a Crew of Four or More

CFRS mobilise crews of three and then back up that appliance with a fully crewed appliance (four or more firefighters). Below shows the number of times we have mobilised a fire appliance planning on a crew of three to attend but the appliance went to the incident as a fully crewed appliance. This is a positive news story and would suggest there are more firefighters available at the time the call comes into the control room than are showing available on our electronic roster and availability system (ERAS). The On-Call team will continue to work to align contractual availability at our On-Call stations to ensure the availability of resources is truly reflected in ERAS.

January	9
February	8
March	9
April	2
May	5
July	13
August	13
September	2

Review

We continue to review the benefit of this crewing model using the performance dashboard that has been created to monitor the associated data. We also have seen operational debriefs across the organisation start to feedback on the benefits of crews of three at larger incidents. This information will be collated and reviewed at our Operational Excellence quarterly meetings.

TO: Overview and Scrutiny Committee

FROM: Head of Service Transformation – Tamsin Mirfin

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

Telephone 07768 023436

matthew.warren@cambsfire.gov.uk

DATE: 4 October 2023

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an update against the projects for 2023/24.

2. Recommendation

- 2.1 The Committee is asked to note the Programme Status Report, as of September 2023, attached at Appendix 1.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process, the IRMP action plan for the financial year 2023/24 has been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Service's key stakeholders who have been identified as:
- Citizens of Cambridgeshire and Peterborough
 - All employees
 - Senior leadership team
 - Fire Authority
 - Regional fire and rescue services
 - Partners

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and considers external factors.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next to be completed.
- 4.5 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
- 5. Progress Report on Projects 2023/24**
- 5.1 The status of projects linked to delivery of corporate priorities is shown at Appendix 1.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Programme Status Report	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Tamsin Mirfin Head of Service Transformation Tamsin.mirfin@cambsfire.gov.uk

Business Development Programme Board – Status Report – September 2023

Type 3 Projects – high risk, high value projects

Project	Issues	Successes	Project Performance
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren Project Manager: Nicky Hoad Go Live: February 2024 Overall status: Green	<p>Remaining issues for Suffolk Fire and Rescue Service to resolve with the connection of their Mobile Data Terminals.</p> <p>Delays with resource availability integration with both Cambridgeshire and Suffolk Fire and Rescue Services.</p> <p>Risk information review has determined we will purge all risk data and reload. This is a significant task which pulls on project resources with a tight timescale</p> <p>Working with Systel to finalise how we will operate parts of the system.</p>	<p>Dispatch Communication Server (DCS) now live and in operational service in Combined Fire Control. Cambridgeshire is the first fire and rescue service in the UK to be 'live' with this.</p> <p>Successful visit to Systel week commencing 4 September 2023 and with Systel on site week commencing 11 September 2023 to progress preparation for training.</p> <p>Updated releases with fixes have been uploaded on the platform.</p> <p>Majority of issues now resolved for Cambridgeshire Mobile Data Terminals. Progress made on resolution of Suffolk issues.</p> <p>Train the Trainer 2 booked in for 26 - 28 September 2023 and Train the Trainer 3 booked for 17 - 20 October 2023 with the Systel trainer for in person training.</p>	Board: Team: Budget: Risk: Control: Timescales:

Project	Issues	Successes	Project Performance
		<p>IP crossover issue now resolved.</p> <p>Site acceptance testing completed and signed off.</p> <p>Training rollout plan for Control completed and due to commence November 2023.</p>	
<p>P137 Review of Operations</p> <p>Project Sponsor: Chris Strickland</p> <p>Project Manager: Stuart Smith</p> <p>Project Manager/Lead Simon Thompson</p> <p>Completion Date: Phase 1, High Level Business Cases, May 2022</p> <p>Phase 2, Detailed Business Cases</p> <p>Final summary of findings, 30 June 2024</p> <p>Overall status: Green</p>	<p>Some capacity issues within some groups are limiting the output from the project.</p>	<p><u>Incident Command Unit Review</u> – Evacuation Board exercises continue, interim connectivity solution being implemented and trialled.</p> <p><u>Rural firefighting enhancements</u> -</p> <p>Both 4x4's are embedded into service and have been received well. Evaluation to take place at the end of September 2023.</p> <p>Equipment enhancements were implemented for the summer period including dams and fog spikes.</p> <p><u>Operational resource</u> – Progress being made with identifying changes that can positively impact our guaranteed resource availability.</p> <p><u>Operational Degradation</u> – Enhancements made to degradation dashboard, currently in trial along with a mobile version. Additional modelling planned to enhance our use of resources.</p>	<p>Board: Reporting direct to COAG</p> <p>Team:</p> <p>Budget:</p> <p>Risk:</p> <p>Control:</p> <p>Timescales: Agreement for extension until 30 June 2024</p>

Project	Issues	Successes	Project Performance
		<p><u>Operational capabilities</u> – Ely and St Neots day crew now recognised as animal rescue appliances. Further work underway to increase water rescue capability across the county.</p> <p>Productivity review continues to identify any improvements that can be made in our activity planning.</p>	
<p>P135 Finance System Software Replacement Project</p> <p>Project Sponsor: Matthew Warren</p> <p>Project Manager: Ursula Bird</p> <p>Completion dates: November 2023</p> <p>Overall status: Green</p>	<p>Work is intensive for Finance Team. Timescales tight for further testing and training prior to 'go live'.</p>	<p>Functional and user acceptance testing (UAT) commenced as per project plan and timeline. Cycle 1 UAT was completed during August, most, but not all elements were tested.</p> <p>Data refreshed 5 Sept and data imported successfully 6-7 Sept for cycle 2 testing.</p> <p>Cycle 1 highlighted a couple of minor issues either now resolved or near to resolution, most cases raised were training and basic configuration issues.</p> <p>Working just under budget.</p>	<p>Board:</p> <p>Team:</p> <p>Budget: £165k</p> <p>Risk:</p> <p>Control:</p> <p>Timescales: Tight timescales</p>
<p>P140 Microsoft 365 Implementation and Cultural Change</p> <p>Project Sponsor: John Fagg</p>		<p>Application Support Group has hired a new Application Support Officer and they have now started their role. This has enabled the Project Manager to be released to commence the project.</p>	<p>Board:</p> <p>Team:</p> <p>Budget:</p> <p>Risk:</p>

Project	Issues	Successes	Project Performance
Project Manager: Ronny Wambugu Completion date: Two Years First three months scoping the tools to be delivered. Two months in planning the roll out 19 months dedicated to the roll out and cultural change activities to achieve the project objectives. Overall status: In planning. project to be kicked off following backfill of internal vacancy.		A start date of 1 September was set as the kick-off for this project and we are currently in the process of scheduling start up meetings. Working on updating all documents relevant to the project.	Control: Timescales:
P141 Replacement for TRIM Project Sponsor: Simon Newton		Business case ready to be presented at Programme Board meeting. This will outline the options considered and the preferred route forward, with next stage project planning.	Board: Team: Budget: Risk: Control:

Project	Issues	Successes	Project Performance
Project Manager: Graham George/Claire Durrant Completion date: Phase 1: Business Case June 2023 Status: Amber			Timescales:
P144 PPE (Personal Protective Equipment) Replacement Project Sponsor: Wayne Swales Project Manager: Stocker Standon Completion date: Status: In Planning		Project Brief being drafted. Brief to be presented to November 2023 Programme Board. National Fire ChiefS Council PPE and Clothing Conference attended by Project Manager and Commercial Team May 2023. Commercial Team speaking with supplier regarding current contract and possible enhancement.	Board: Team: Budget: Risk: Control: Timescales:
P134 Uniform Replacement Project Sponsor: Stuart Smith Project Manager: Nev Burgess Completion date:		Project Brief approved at Programme Board April 2023.	Board: Team: Budget: Risk: Control: Timescales:

Project	Issues	Successes	Project Performance
<p>Stage 1</p> <p>Stage 2</p> <p>Status: In planning</p>		<p>Timeline agreed for Stage 1: Colleague engagement April 2023.</p> <p>National Fire Chiefs Council Personal Protective Equipment and Clothing Conference attended by Project Manager and Commercial Team May 23.</p> <p>Commercial Team visit to existing supplier to confirm contract extension and discuss ongoing uniform requirements, June 2023.</p> <p>HOG (Head of Group) and middle managers engagement completed with project update sent to all staff, July 2023.</p> <p>Commercial Team confirmed order quantities for contract extension period inclusive of additional faith wear, August 2023.</p> <p>Staff engagement currently being planned for delivery in Autumn 2023.</p>	

TO: Overview and Scrutiny Committee
FROM: Head of ICT and OHU - John Fagg
PRESENTING OFFICER(S) Head of ICT and OHU - John Fagg
Telephone: 07825 506687
Email: john.fagg@cambsfire.gov.uk
DATE: 4 October 2023

Cyber Security Update Report

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an update on the current position with regards cyber security.

2. Recommendation

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

3. Risk Assessment

- 3.1 **Political** – the ongoing situation in Ukraine has elevated the risk of cyber incidents across the world. Public sector organisations in the United Kingdom are seen as potential targets for foreign state actors.
- 3.2 **Economic** – with the current financial situation, cybercrime has the potential to rise where individuals see it as a relatively easy and low risk source of income. Therefore, less sophisticated attacks are also possible as novice cyber criminals enter the field.
- 3.3 **Technological** – technological advancements and the ease of accessibility for relatively inexperienced individuals to source malware via software as a service (SaaS) portals is increasing. The reliance on technology by businesses means that any cyber incidents can pose a risk to continued operations.
- 3.4 **Legal** – cybercrime poses a risk to data security. The Data Protection Act requires organisations to protect personal data from compromise. Any cyber incident leaves the Service open to investigation by the Information Commissioner and poses financial and reputational risks.

4. Current Position

- 4.1 Cyber risks are ever apparent within all areas of business. Although usually for financial reward, attacks may also look to seek publicity or to deprive the public of services. Attackers take advantage of wider political and social economic situations to launch attacks and target unsuspecting members of staff. Nationally, cyber incidents have increased as a result of events in Ukraine, either through targeted or untargeted attacks.
- 4.2 Cambridgeshire Fire and Rescue Service (CFRS) has always taken cyber security seriously, being only one of two fire and rescue services to have achieved and maintained their ISO 27001 (Information Security Management) accreditation. This standard requires regular external audits from the British Standards Institution (BSI) inspectors to ensure compliance is being maintained. The last full recertification inspection in May 2023 identified only two minor non-conformities and three opportunities for improvement. Our Information Governance Manager continues to monitor and audit performance against this standard internally, working with the BSI during any external audits.
- 4.3 A requirement of the ISO 27001 certification is to conduct annual penetration testing of the ICT infrastructure to identify any areas of vulnerability. The evaluation involves conducting external, internal and social engineering testing by an accredited external company. The reports generated are clearly confidential due to the nature of any findings. Any remediation plans following the receipt of the reports are put into place to ensure critical and high risk vulnerabilities are rectified as a matter of urgency, with a further plan in place to address, where appropriate, any medium and low risk vulnerabilities. Additionally, a penetration test of the mobilisation system is required post any major system change as part of the Code of Connection requirements for the Airwave communication system. The requirements for this will continue with the move to new connectivity requirements for control room solutions and the future move to the Emergency Services Network (ESN).
- 4.4 Since an independent audit of our cyber security position in 2021, a number of enhancements have been made and additional cyber security tools have been implemented. These tools will ensure that we are well placed to quickly identify possible threats and isolate them.
- 4.5 In the second quarter of 2023, CFRS were invited by the Home Office to participate in an assessment by IBM against the Cyber Assessment Framework (CAF). The results of this have now been received and have confirmed further that CFRS is in a positive position with regard to cyber security. Some areas for improvement were identified but these had already been recognised and were being progressed.
- 4.6 ICT staff are informed of any new cyber threats via the National Cyber Security Centre's (NCSC) Cyber Incident Sharing Partnership (CiSP). This is a secure, online forum to exchange cyber security information in real time, in

a confidential and dynamic environment. Our free membership increases situational awareness. When appropriate, cyber threats are also shared directly by the Home Office on behalf of the NCSC.

- 4.7 The ICT Shared Service staff also sign up to the NCSC Early Warning Service. This provides timely notifications about possible incidents and security issues. The service automatically filters through trusted threat intelligence sources to offer specialised alerts for organisations so they can investigate malicious activity and take the necessary steps to protect themselves.
- 4.8 In summary, CFRS is in a good position with regard to defensive technologies and its ability to respond to any perceived or actual cyber incident.

BIBLIOGRAPHY

None

Agenda Item 6

TO: Overview and Scrutiny Committee

FROM: Scrutiny and Assurance Manager – Deb Thompson

PRESENTING OFFICER(S): Head of Media, Communication and Transparency
– Hayley Douglas

Telephone **01480 444646**
hayley.douglas@cambsfire.gov.uk

DATE: 4 October 2023

Annual Review - Cambridgeshire and Peterborough Fire Authority Compliance with the Local Government Transparency Code 2015

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an (annual) update on and assurance of compliance with the Local Government Transparency Code 2015.

2. Recommendation

- 2.1 The Overview and Scrutiny Committee is asked to;
- note the current position in terms of compliance and in particular the assurances given at Paragraph 7.2.

3. Risk Assessment

- 3.1 **Economic** – the Government believes that transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society. It is also considered that the availability of data can also open new markets for local business, the voluntary and community sectors and social enterprises to run services or manage public assets.
- 3.2 **Political** – the Local Government Transparency Code 2015 was issued to meet the Government's desire to place more power into citizens' hands to increase democratic accountability and make it easier for local people to contribute to the local decision-making process and help shape public services.
- 3.3 **Social** – the Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities for example, protecting vulnerable people or commercial and operational considerations. It encourages local authorities to see data as a valuable resource not only to themselves but their partners and local people.

3.4 **Equality Impact Assessment** – completed at source.

4. **Background**

- 4.1 The Department for Communities and Local Government (DCLG) published a revised Transparency Code in February 2015 as a tool to embed transparency in local authorities and set out the minimum data that such authorities should be publishing, the frequency it should be published and how it should be published. The Code can be found at Appendix 1.
- 4.2 Under this Code local authority means a fire and rescue authority (constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies).
- 4.3 In July 2015 a Member-led review was undertaken, the objective of which was to provide assurance that the Authority was complying with the requirements of the Code whilst also considering its wider approach to transparency. A number of recommendations to improve compliance were made by the review group which were accepted by the Overview and Scrutiny Committee and then the Authority in October 2015.
- 4.4 The redesigned Cambridgeshire Fire and Rescue Service (CFRS) website was launched on 15 February 2016. Prior to the launch a considerable amount of effort was expended to ensure the findings of the Member-led review were incorporated into the design and the website now features a separate section for **Transparency** providing a central repository for all information demanded by the Code. Under this section there are sub sections for Constitution of Fire Authority, Organisation Structure, Procurement, Expenditure, Senior Officer Pay, Assets, Grants and Trade Union Time. There is also a link to wider service documents that may be of interest to the public for example, the Annual Report and Statement of Assurance.

5. **Requirements of the Local Government Transparency Code 2015**

- 5.1 Under the Code the following information is to be published **quarterly**, not later than one month after the quarter to which the data and information is applicable;
- Expenditure exceeding £500
 - Government procurement card transactions and
 - Procurement information.
- 5.2 The following (applicable) information is to be published **annually**, not later than one month after the year to which the data and information is applicable;
- Local authority land
 - Grants to voluntary, community and social enterprise organisations
 - Organisation chart
 - Trade union facility
 - Senior salaries
 - Constitution
 - Pay multiple

- Fraud

5.3 The following information is to be published once only;

- Waste contracts.

6. Compliance with the Requirements of the Trade Union (Facility Time Publication Requirements) Regulations 2017

6.1 In August 2018, the Service became aware, through the submission of a Freedom of Information request relating to Trade Union Facility Time, of a Statutory Instrument (SI) that detailed additional publication requirements. Full details of the SI can be found via the following link
<http://www.legislation.gov.uk/uksi/2017/328/made>

6.2 The then Information Governance Manager subsequently reviewed the publication requirements of the SI which are summarised below;

- Number of relevant trade union officials,
- Percentage of time spent on facility time (banded),
- Percentage of pay bill spent on facility time,
- Paid trade union facility time activities.

6.3 The SI was discussed at the Overview and Scrutiny Committee in October 2018 where it was agreed that data from financial year 2018/19 onwards would be published. This review has found that the Service has not yet published the required data from financial year 2022/23.

7. Compliance with the Code – October 2023

7.1 The last report of compliance was presented to this Committee on 6 October 2022.

7.2 At the time of writing, this annual review has found that the Service is currently fully compliant with the requirements of the Local Government Transparency Code 2015 apart from the area identified at Paragraph 6.3 above for which assurances have been given that the necessary work will be completed by the end of October 2023.

7.3 In addition to the requirements of the Code (and the Public Sector Bodies Accessibility Regulations 2018), the Service continues to have very active social media channels and routinely publishes a range of documents and resources which it believes are likely to be of public interest.

7.4 That said, the Service has always been proactive in looking for ways in which to improve engagement and in November 2022 it launched a new public initiative, the Community Engagement Forum or CEF. Using a combination of technologies, the Media and Communication Team put together an online form to allow people to sign up to receive periodic questions about the Services activities known as 'Hot Topics.' The responses received from the CEF, along with other inputs, will allow the Service to better understand public

opinion whilst ensuring proposals for change and development of the organisation are open and transparent.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Local Government Transparency Code 2015 Review of CPFA Compliance with the Local Government Transparency Code Overview and Scrutiny Committee Minutes	Hinchingsbrooke Cottage Brampton Road Huntingdon PE29 2NA	Hayley Douglas Head of Media, Communication and Transparency hayley.douglas@cambsfire.gov.uk



Department for
Communities and
Local Government

Local Government Transparency Code 2015



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This document/publication is also available on our website at www.gov.uk/dclg

If you have any enquiries regarding this document/publication, complete the form at <http://forms.communities.gov.uk/> or write to us at:

Department for Communities and Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF
Telephone: 030 3444 0000

For all our latest news and updates follow us on Twitter: <https://twitter.com/CommunitiesUK>

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Part 1: Introduction

Policy context

1. This Code is issued to meet the Government's desire to place more power into citizens' hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process and help shape public services. Transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society. The availability of data can also open new markets for local business, the voluntary and community sectors and social enterprises to run services or manage public assets.
2. 'Data' means the objective, factual data, on which policy decisions are based and on which public services are assessed, or which is collected or generated in the course of public service delivery. This should be the basis for publication of information on the discharge of local authority functions.
3. Analysis by Deloitte¹ for the Shakespeare Review of Public Sector Information estimates the economic benefits of public sector information in the United Kingdom as £1.8 billion, with social benefits amounting to £5 billion. The study highlights the significant potential benefits from the publication of public data. And, local authorities and local people want to see published open data:
 - 80 per cent of those responding to a transparency survey² by the Local Government Association in September 2012 cited external accountability as a benefit, with 56 per cent citing better local decision making and democracy as a benefit
 - a survey of 800 members of Bedford's Citizens Panel³ showed that 64 per cent of respondents thought it was very important that the council makes data available to the public and the public were most interested in seeing data made available about council spending and budgets (66 per cent)
 - research by Ipsos MORI⁴ found that the more citizens feel informed, the more they tend to be satisfied with public services and their local authorities.

¹ "Market Assessment of Public Sector Information", Deloitte, May 2013, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/198905/bis-13-743-market-assessment-of-public-sector-information.pdf

² "Local Government Transparency Survey 2012", LGA, December 2012, http://www.local.gov.uk/documents/10180/11541/Local_Government_Transparency_Survey_2012.pdf/dd4c24ed-20ba-4feb-b6eb-fea21e4af049

³ "Citizens Panel Summer 2011 Survey Results Data Transparency" Bedford Borough Council, August 2011 (unpublished)

⁴ "What do people want, need and expect from public services?", Ipsos MORI, 2010, http://www.ipsos-mori.com/DownloadPublication/1345_sri_what_do_people_want_need_and_expect_from_public_services_110310.pdf

4. Therefore, the Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities (eg. protecting vulnerable people or commercial and operational considerations) to doing so. It encourages local authorities to see data as a valuable resource not only to themselves, but also their partners and local people.
5. Three principles have guided the development of this Code:
 - **demand led** – there are growing expectations that new technologies and publication of data should support transparency and accountability. It is vital that public bodies recognise the value to the public of the data they hold, understand what they hold, what their communities want and then release it in a way that allows the public, developers and the media to use it
 - **open** – provision of public data should become integral to local authority engagement with local people so that it drives accountability to them. Its availability should be promoted and publicised so that residents know how to access it and how it can be used. Presentation should be helpful and accessible to local people and other interested persons, and
 - **timely** – the timeliness of making public data available is often of vital importance. It should be made public as soon as possible following production even if it is not accompanied with detailed analysis.
6. This Code ensures local people can now see and access data covering (annex A summarises the publication requirements specified in this Code):
 - **how money is spent** – for example, all spending transactions over £500, all Government Procurement Card spending and contracts valued over £5,000
 - **use of assets** – ensuring that local people are able to scrutinise how well their local authority manages its assets⁵. For example, self-financing for council housing – introduced in April 2012 – gave each local authority a level of debt it could support based on the valuation of its housing stock. This Code gives local people the information they need to ask questions about how their authority is managing its housing stock to ensure it is put to best use, including considering whether higher value, vacant properties could be used to fund the building of new affordable homes and so reduce waiting lists. The requirement in paragraphs 38 to 41 builds on existing Housing Revenue Account practices⁶
 - **decision making** – how decisions are taken and who is taking them, including how much senior staff are paid, and
 - **issues important to local people** – for example, parking and the amount spent by an authority subsidising trade union activity.

⁵ Nationally, local authorities' estate (all forms of land and buildings) is estimated to be worth about £220 billion.

⁶ The Housing Revenue Account (Accounting Practices) Directions 2011 require that local authorities' annual statement of accounts include disclosure of the total balance sheet value of the land, houses and other property and the vacant possession value of dwellings within the authority's Housing Revenue Account, <https://www.gov.uk/government/publications/the-housing-revenue-account-directions-2011>.

7. Local authorities are encouraged to consider the responses the Government received⁷ to its consultation and look to go further than this Code by publishing some of the data proposed by respondents, in line with the principle that all data held and managed by local authorities should be made open and available to local people unless there are specific sensitivities to doing so.
8. Fraud can thrive where decisions are not open to scrutiny and details of spending, contracts and service provision are hidden from view. Greater transparency, and the provisions in this Code, can help combat fraud. Local authorities should also use a risk management approach with strong internal control arrangements to reduce the risk of any payment fraud as a result of publishing public data. Local authorities should refer to the Chartered Institute of Public Finance and Accountancy Code of Practice on Managing the Risk of Fraud and Corruption⁸. Annex B provides further information on combating fraud.

Application

9. This Code is issued by the Secretary of State for Communities and Local Government in exercise of his powers under section 2 of the Local Government, Planning and Land Act 1980 ("the Act") to issue a Code of Recommended Practice (the Code) as to the publication of information by local authorities about the discharge of their functions and other matters which he considers to be related. It is issued following consultation in accordance with section 3(11) of the Act.
10. The Code does not replace or supersede the existing legal framework for access to and re-use of public sector information provided by the:
 - Freedom of Information Act 2000 (as amended by the Protection of Freedoms Act 2012)
 - Environmental Information Regulations 2004
 - Re-use of Public Sector Information Regulations 2005
 - Infrastructure for Spatial Information in the European Community (INSPIRE) Regulations 2009, and
 - sections 25 and 26 of the Local Audit and Accountability Act 2014⁹ which provide rights for persons to inspect a local authority's accounting records and supporting documentation, and to make copies of them.
11. This Code does not apply to Police and Crime Commissioners, for whom a separate transparency framework applies.

⁷ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/266815/Transparency_Code_Government_Response.pdf (see paragraph 37)

⁸ <http://www.cipfa.org/services/counter-fraud-centre/code-of-practice>

⁹ See the Accounts and Audit Regulations 2015 (S.I. 2014/234) for details of when and how those rights may be exercised.

12. This Code only applies to local authorities in relation to descriptions of information or data where that type of local authority undertakes the particular function to which the information or data relates.

13. The Code applies in England only.

Definitions

14. In this Code:

“local authority” means:

- a county council in England
- a district council
- a parish council which has gross annual income or expenditure (whichever is the higher) exceeding £200,000
- a London borough council
- the Common Council of the City of London in its capacity as a local authority
- the Council of the Isles of Scilly
- a National Park authority for a National Park in England
- the Broads Authority
- the Greater London Authority so far as it exercises its functions through the Mayor
- the London Fire and Emergency Planning Authority
- Transport for London
- a fire and rescue authority (constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies, and a metropolitan county fire and rescue authority)
- a joint authority established by Part IV of the Local Government Act 1985 (fire and rescue services and transport)
- a joint waste authority, i.e. an authority established for an area in England by an order under section 207 of the Local Government and Public Involvement in Health Act 2007
- an economic prosperity board established under section 88 of the Local Democracy, Economic Development and Construction Act 2009
- a combined authority established under section 103 of that Act
- a waste disposal authority, i.e. an authority established under section 10 of the Local Government Act 1985, and
- an integrated transport authority for an integrated transport area in England.

“a social enterprise”¹⁰ means a business that trades for a social and/or environmental purpose and is a business which:

- aims to generate its income by selling goods and services, rather than through grants and donations
- is set up to specifically make a difference, and
- reinvests the profits it makes for the purpose of its social mission.

“a small or medium sized enterprise” means an undertaking which has fewer than 250 employees.

“voluntary and community sector organisations” means a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives.

Data protection

15. The Government believes that local transparency can be implemented in a way that complies with the Data Protection Act 1998. Where local authorities are disclosing information which potentially engages the Data Protection Act 1998, they must ensure that the publication of that information is compliant with the provisions of that Act. The Data Protection Act 1998 does not restrict or inhibit information being published about councillors or senior local authority officers because of the legitimate public interest in the scrutiny of such senior individuals and decision makers. The Data Protection Act 1998 also does not automatically prohibit information being published naming the suppliers with whom the authority has contracts, including sole traders, because of the public interest in accountability and transparency in the spending of public money.
16. For other situations where information held by local authorities contains public data which cannot be disclosed in a Data Protection Act compliant manner, the Information Commissioner’s Office has published guidance on anonymisation of datasets, enabling publication of data which can yield insights to support public service improvement, whilst safeguarding individuals’ privacy¹¹.
17. To ensure that published valuation information for social housing assets (see paragraphs 38 to 41) is not disclosive of individual properties, authorities are required to publish their valuation data at postal sector level, i.e. full ‘outbound’ code (first part of the postcode) and first digit of the ‘inbound’ code (second part of the postcode). This provides an average cell size of 2,500 households, which should be large enough to prevent identification of individual dwellings. However, in particular areas where the postcode sector gives a number of households below 2,500 the postcode level should be set higher, that is at postcode district level (e.g. PO1 ***).

¹⁰ <https://www.gov.uk/set-up-a-social-enterprise>

¹¹ http://ico.org.uk/for_organisations/data_protection/topic_guides/anonymisation

18. Local authorities should also make the following adjustment prior to publishing social housing valuation data in order to mitigate the possibility of identifying individual properties:

- Step 1 – for any given postcode sector where the number of occupied social housing properties in any valuation bands is less than a threshold of '10', authorities should merge that particular cell with the next lowest valuation band, and so on until the resultant merged cells contain at least '10' occupied social housing properties. However, if continued repetition of step 1 leads to the number of valuation bands applied to that postcode sector falling below the proposed minimum threshold of valuation bands as set out in paragraph 17, authorities should then apply step 2.
- Step 2 – authorities should merge the original (non-merged) valuation data for the relevant postcode sector with the valuation data with any adjoining postcode sectors which show the lowest number of socially rented properties. Then apply Step 1.

Licences

19. When using postcode data (for example, in connection with paragraphs 35 to 41), local authorities will need to assess their current licence arrangement with the Royal Mail with regards to the terms of use of the Postcode Address File (PAF).

Commercial confidentiality

20. The Government has not seen any evidence that publishing details about contracts entered into by local authorities would prejudice procurement exercises or the interests of commercial organisations, or breach commercial confidentiality unless specific confidentiality clauses are included in contracts. Local authorities should expect to publish details of contracts newly entered into – commercial confidentiality should not, in itself, be a reason for local authorities to not follow the provisions of this Code. Therefore, local authorities should consider inserting clauses in new contracts allowing for the disclosure of data in compliance with this Code.

Exclusions and exemptions

21. Authorities should ensure that they do not contravene the provisions of sections 100A, 100B or 100F of the Local Government Act 1972.
22. Where information would otherwise fall within one of the exemptions from disclosure, for instance, under the Freedom of Information Act 2000, the Environmental Information Regulations 2004, the Infrastructure for Spatial Information in the European Community (INSPIRE) Regulations 2009 or fall within Schedule 12A to the Local Government Act 1972 then it is at the discretion of the local authority whether or not to rely on that exemption or publish the data. Local authorities should start from the presumption of openness and disclosure of information, and not rely on exemptions to withhold information unless absolutely necessary.

Timeliness and errors

23. Data should be as accurate as possible at first publication. While errors may occur, the publication of information should not be unduly delayed to rectify mistakes. This concerns errors in data accuracy. The best way to achieve this is by having robust information management processes in place.
24. Where errors in data are discovered, or files are changed for other reasons (such as omissions), local authorities should publish revised information making it clear where and how there has been an amendment. Metadata on data.gov.uk should be amended accordingly.

Further guidance and support

25. The Local Government Association has published guidance¹² on transparency (eg. technical guidance notes, best practice examples and case studies) to help local authorities comply with this Code.

¹² <http://www.local.gov.uk/practitioners-guides-to-publishing-data>

Part 2: Information which must be published

Part 2.1: Information to be published quarterly

26. Data covered by this section includes:

- expenditure exceeding £500 (see paragraphs 28 and 29)
- Government Procurement Card transactions (paragraph 30), and
- procurement information (see paragraphs 31 and 32).

27. The data and information referred to in this Part (2.1) must be:

- first published within a period of three months from the date on which the local authority last published that data under the Local Government Transparency Code 2014¹³ and not later than one month after the quarter to which the data and information is applicable
- published quarterly thereafter and on each occasion not later than one month after the quarter to which the data and information is applicable.

Expenditure exceeding £500

28. Local authorities must publish details of each individual item of expenditure that exceeds £500¹⁴. This includes items of expenditure¹⁵, consistent with Local Government Association guidance¹⁶, such as:

- individual invoices
- grant payments
- expense payments
- payments for goods and services
- grants
- grant in aid
- rent
- credit notes over £500, and
- transactions with other public bodies.

¹³ Under the Local Government Transparency Code 2014, local authorities were required to publish this data on the first occasion, not later than 31 December 2014 and quarterly thereafter.

¹⁴ The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

¹⁵ Salary payments to staff normally employed by the local authority should not be included. However, local authorities should publish details of payments to individual contractors (e.g. individuals from consultancy firms, employment agencies, direct personal contracts, personal service companies etc) either here or under contract information.

¹⁶ <http://www.local.gov.uk/practitioners-guides-to-publishing-data>

29. For each individual item of expenditure the following information must be published:

- date the expenditure was incurred
- local authority department which incurred the expenditure
- beneficiary
- summary of the purpose of the expenditure¹⁷
- amount¹⁸
- Value Added Tax that cannot be recovered, and
- merchant category (eg. computers, software etc).

Government Procurement Card transactions

30. Local authorities must publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:

- date of the transaction
- local authority department which incurred the expenditure
- beneficiary
- amount¹⁹
- Value Added Tax that cannot be recovered
- summary of the purpose of the expenditure, and
- merchant category (eg. computers, software etc).

¹⁷ This could be the descriptor that local authorities use in their accounting system providing it gives a clear sense of why the expenditure was incurred or what it purchased or secured for the local authority.

¹⁸ Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

¹⁹ Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

Procurement information

31. Local authorities must publish details of every invitation to tender for contracts to provide goods and/or services²⁰ with a value that exceeds £5,000^{21, 22}. For each invitation, the following details must be published:

- reference number
- title
- description of the goods and/or services sought
- start, end and review dates, and
- local authority department responsible.

32. Local authorities must also publish details of any contract²³, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000²⁴. For each contract, the following details must be published:

- reference number
- title of agreement
- local authority department responsible
- description of the goods and/or services being provided
- supplier name and details
- sum to be paid over the length of the contract or the estimated annual spending or budget for the contract²⁵
- Value Added Tax that cannot be recovered
- start, end and review dates
- whether or not the contract was the result of an invitation to quote or a published invitation to tender, and
- whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector organisation and where it is, provide the relevant registration number²⁶.

²⁰ This includes contracts for staff who are employed via consultancy firms or similar agencies.

²¹ The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

²² Tenders for framework agreements should be included, even though there may be no initial value.

²³ This includes contracts for staff who are employed via consultancy firms or similar agencies.

²⁴ The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

²⁵ Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

²⁶ For example, this might be the company or charity registration number.

Part 2.2: Information to be published annually

33. Data covered by this section includes:

- local authority land (see paragraphs 35 to 37)
- social housing assets (see paragraphs 38 to 41)
- grants to voluntary, community and social enterprise organisations (see paragraphs 42 and 43)
- organisation chart (see paragraph 44)
- trade union facility time (see paragraph 45)
- parking account (see paragraph 46)
- parking spaces (see paragraph 47)
- senior salaries (see paragraphs 48 and 49)
- constitution (see paragraph 50)
- pay multiple (see paragraphs 51 and 52), and
- fraud (see paragraph 53).

34. With the exception of data relating to social housing assets (paragraphs 38 to 41), the data and information in this Part (2.2) must be:

- first published within a period of one year from the date on which the local authority last published that data under the Local Government Transparency Code 2014²⁷ and not later than one month after the year to which the data and information is applicable
- published annually thereafter and on each occasion not later than one month²⁸ after the year to which the data and information is applicable.

The data on social housing assets (see paragraphs 38 to 41) must be published:

- on the first occasion, not later than 1 September 2015 (based on the most up to date valuation data available at the time of publishing the information), then
- in April 2016, and
- every April thereafter.

²⁷ Under the Local Government Transparency Code 2014, local authorities were required to publish this data on the first occasion, not later than 2 February 2015 and annual thereafter.

²⁸ In relation to parking account data, where the local authority's annual accounts have not been finalised, the authority should publish estimates within one month after the year to which the data is applicable and subsequently publish final figures as soon as the authority's accounts are finalised.

Local authority land

35. Local authorities must publish details of all land and building assets including:

- all service and office properties occupied or controlled by user bodies, both freehold and leasehold
- any properties occupied or run under Private Finance Initiative contracts
- all other properties they own or use, for example, hostels, laboratories, investment properties and depots
- garages unless rented as part of a housing tenancy agreement
- surplus, sublet or vacant properties
- undeveloped land
- serviced or temporary offices where contractual or actual occupation exceeds three months, and
- all future commitments, for example under an agreement for lease, from when the contractual commitment is made.

Information about the following land and building assets are to be excluded from publication:

- rent free properties provided by traders (such as information booths in public places or ports)
- operational railways and canals
- operational public highways (but any adjoining land not subject to public rights should be included)
- assets of national security, and
- information deemed inappropriate for public access as a result of data protection and/or disclosure controls (eg. such as refuge houses).

36. For the purposes of this dataset about local authority land (paragraphs 35 to 37), details about social housing should not be published. However, information about the value of social housing stock contained in a local authority's Housing Revenue Account does need to be published for the social housing asset value dataset (paragraphs 38 to 41).

37. For each land or building asset, the following information must be published together in one place:

- Unique Property Reference Number²⁹
- Unique asset identity - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (eg. on one site there could be several buildings or in one building there could be several users floors/rooms etc – where this is the case, each of these will have a separate asset identity). This must include the original reference number from the data source plus authority code
- name of the building/land or both
- street number or numbers - any sets of 2 or more numbers should be separated with the ‘-’ symbol (eg. 10-15 London Road)
- street name – this is the postal road address³⁰
- post town
- United Kingdom postcode
- map reference – local authorities may use either Ordnance Survey or ISO 6709 systems to identify the location of an asset, but must make clear which is being used. Where an Ordnance Survey mapping system is used (the grid system) then assets will be identified using Eastings before Northings. Where geocoding in accordance with ISO 6709 is being used to identify the centre point of the asset location then that reference must indicate its ISO coordinates
- whether the local authority owns the freehold or a lease for the asset and for whichever category applies, the local authority must list all the characteristics that apply from the options given below:

for freehold assets:

- occupied by the local authority
- ground leasehold
- leasehold
- licence
- vacant (for vacant properties, local authorities should not publish the map reference or full address details, they should only publish the first part of the postcode³¹).

²⁹ The Unique Property Reference Number (UPRN) is a unique twelve digit number assigned to every unit of land and property recorded by local government, this is a statutory obligation. The UPRN uniquely and definitively identifies every addressable location in the country. The numbers originate from Geo-Place (an OS and LGA joint venture).

³⁰ Local authorities should use the official postal address. Exceptionally, where this is not available, local authorities should use the address they hold for the asset.

³¹ The first part of the postcode, or Outward Code, refers to the area and the district only, http://www.postcodeaddressfile.co.uk/products/postcodes/postcodes_explained.htm

for leasehold assets:

- occupied by the local authority
- ground leasehold
- sub leasehold
- licence.

for other assets:

- free text description eg. rights of way, access etc³².
- whether or not the asset is land only (i.e. without permanent buildings) or it is land with a permanent building.

Social housing asset value

38. Local authorities must publish details of the value of social housing stock that is held in their Housing Revenue Account³³.

39. The following social housing stock data must be published:

- valuation data to be listed at postal sector level³⁴ (e.g. PO1 1**), without indicating individual dwelling values, and ensuring that data is not capable of being made disclosive of individual properties, in line with disclosure protocols set out in paragraphs 15 to 18
- valuation data for the dwellings using both Existing Use Value for Social Housing and market value (valued in accordance with guidance³⁵) as at 1 April. This should be based on the authority's most up to date valuation data at the time of the publication of the information
- an explanation of the difference between the tenanted sale value of dwellings within the Housing Revenue Account and their market sale value, and assurance that the publication of this information is not intended to suggest that tenancies should end to realise the market value of properties.

³² Where a local authority feels unable to verify rights of way information, for example, it should add a short narrative explaining why it is unable to identify and verify the information.

³³ All local housing authorities who hold housing stock are required to account for all income and expenditure in relation to that stock in a separate account which is called the Housing Revenue Account.

³⁴ The first part of the postcode, or Outward Code (which refers only to the area and the district only), and first digit of the second part of the postcode, or Inward Code (the number identifies the sector in the postal district). http://www.postcodeaddressfile.co.uk/products/postcodes/postcodes_explained.htm

³⁵ *Guidance for Valuers on Stock Valuation for Resource Accounting 2010* published by the Secretary of State for Communities and Local Government in January 2011, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5939/1825886.pdf

40. The valuation data and information referred to in paragraph 39 must be published in the following format:

- for each postal sector level, the valuation data should be classified within set bands of value. Authorities must set their valuation bands within the general parameters set out in the table below, in light of the local characteristics of the housing market in their area, in order to ensure that valuation data published by all authorities is consistent and clear to understand:

Valuation Band Range	Intervening bands value
< £50,000 -£99,999	6 Bands of £10,000
£100,000 - £299,999	10 Bands of £20,000
£300,000 - £499,999	4 Bands of £50,000
£500,000 - £999,999	5 Bands of £100,000
£1,000,000 – £2,999,999>	5 Bands of £500,000

- authorities should ensure that any band should only include values that fall within the band parameters (i.e. not give a top value band). If that is the case, the lowest and highest band should be further disaggregated
- authorities should bear in mind that it is likely that the numbers of properties in the lowest and highest bands will be low, leading to potential disclosure problems. The protocol to address this issue is set out in paragraphs 15 to 18
- for each postal sector level, within the set band of value, the data should indicate:
 - the total number of dwellings
 - the aggregate value of the dwellings and their mean value, using both Existing Use Value for Social Housing and market value, and
 - the percentage of the dwellings that are occupied and the percentage that are vacant
- authorities must publish the valuation data for both tenanted and vacant dwellings.

41. An example of how the data specified in paragraphs 39 and 40 could be presented is included at annex C.

Grants to voluntary, community and social enterprise organisations

42. Local authorities must publish details of all grants to voluntary, community and social enterprise organisations. This can be achieved by either:

- tagging and hence specifically identifying transactions which relate to voluntary, community and social enterprise organisations within published data on expenditure over £500 or published procurement information, or
- by publishing a separate list or register.

43. For each identified grant, the following information must be published as a minimum:

- date the grant was awarded
- time period for which the grant has been given
- local authority department which awarded the grant
- beneficiary
- beneficiary's registration number³⁶
- summary of the purpose of the grant, and
- amount.

Organisation chart

44. Local authorities must publish an organisation chart covering staff in the top three levels of the organisation³⁷. The following information must be included for each member of staff included in the chart:

- grade
- job title
- local authority department and team
- whether permanent or temporary staff
- contact details
- salary in £5,000 brackets, consistent with the details published under paragraph 48, and
- salary ceiling (the maximum salary for the grade).

Trade union facility time

45. Local authorities must publish the following information on trade union facility time:

- total number (absolute number and full time equivalent) of staff who are union representatives (e.g. general, learning and health and safety representatives)
- total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties
- names of all trade unions represented in the local authority
- a basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties by authority staff that spent the majority of their time on union duties multiplied by the average salary), and
- a basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union duties by authority staff that spent the majority of their time on union duties multiplied by the average salary divided by the total pay bill).

³⁶ For example, this might be the company or charity registration number.

³⁷ This should exclude staff whose salary does not exceed £50,000.

Parking account

46. Local authorities must publish on their website, or place a link on their website to this data if published elsewhere:

- a breakdown of income and expenditure on the authority's parking account^{38, 39}. The breakdown of income must include details of revenue collected from on-street parking, off-street parking and Penalty Charge Notices, and
- a breakdown of how the authority has spent a surplus on its parking account^{38,40}.

Parking spaces

47. Local authorities must publish the number of marked out controlled on and off-street parking spaces within their area, or an estimate of the number of spaces where controlled parking space is not marked out in individual parking bays or spaces.

Senior salaries

48. Local authorities are already required to publish, under the Accounts and Audit Regulations 2015 (Statutory Instrument 2015/234)⁴¹:

- the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
- details of remuneration and job title of certain senior employees whose salary is at least £50,000, and
- employees whose salaries are £150,000 or more must also be identified by name.

49. In addition to this requirement, local authorities must place a link on their website to these published data or place the data itself on their website, together with a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits-in-kind', for all employees whose salary exceeds £50,000. The key differences between the requirements under this Code and the Regulations referred to above is the addition of a list of responsibilities, the inclusion of bonus details for all senior employees whose salary exceeds £50,000 and publication of the data on the authority's website.

³⁸ A parking account kept under section 55 of the Road Traffic Regulation Act 1984 as modified by Regulation 25 of the Civil Enforcement of Parking Contraventions (England) General Regulations 2007.

³⁹ Local authorities should also have regard to both statutory guidance, *The Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions*, <http://assets.dft.gov.uk/publications/tma-part-6-cpe-statutory-guidance/betterprkstatutoryguid.pdf>, and non-statutory operational guidance, *Operational Guidance to Local Authorities: Parking Policy and Enforcement*,

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/212559/parkingenfencepolicy.pdf

⁴⁰ Section 55 (as amended) of the Road Traffic Regulation Act 1984 sets out how local authorities should use a surplus on their parking account. Local authorities should breakdown how they have spent a surplus on their parking account within the categories set out in section 55.

⁴¹ For the accounting year 2014-15, the Accounts and Audit (England) Regulations 2011 (Statutory Instrument 2011/817) remain applicable.

Constitution

50. Local authorities are already required to make their Constitution available for inspection at their offices under section 9P of the Local Government Act 2000. Local authorities must also, under this Code, publish their Constitution on their website.

Pay multiple

51. Section 38 of the Localism Act 2011 requires local authorities to produce Pay Policy Statements, which should include the authority's policy on pay dispersion – the relationship between remuneration of chief officers and the remuneration of other staff. Guidance produced under section 40 of that Act⁴², recommends that the pay multiple is included in these statements as a way of illustrating the authority's approach to pay dispersion.

52. Local authorities must, under this Code, publish the pay multiple on their website, defined as the ratio between the highest paid taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce. The measure must:

- cover all elements of remuneration that can be valued (eg. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind)
- use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year, and
- exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure.

⁴² Openness and accountability in local pay: Guidance under Section 40 of the Localism Act (February 2012), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5956/2091042.pdf

Fraud

53. Local authorities must publish the following information about their counter fraud work⁴³:

- number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014⁴⁴, or similar powers⁴⁵
- total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud
- total number (absolute and full time equivalent) of professionally accredited counter fraud specialists
- total amount spent by the authority on the investigation and prosecution of fraud, and
- total number of fraud cases investigated.

Part 2.3: Information to be published once only

Waste contracts

54. Local authorities must publish details of their existing waste collection contracts, in line with the details contained in paragraph 32. Local authorities must publish this information at the same time as they first publish quarterly procurement information under paragraphs 27, 31 and 32 of this Code.

Part 2.4: Method of publication

55. Public data should be published in a format and under a licence that allows open re-use, including for commercial and research activities, in order to maximise value to the public. The most recent Open Government Licence published by the National Archives should be used as the recommended standard. Where any copyright or data ownership concerns exist with public data these should be made clear. Data covered by Part 2 of this Code must be published in open and machine-readable formats (further information about machine-readable formats can be found in Part 3.2).

⁴³ The definition of fraud is as set out by the Audit Commission in *Protecting the Public Purse*.

⁴⁴ S.I. 2014/899.

⁴⁵ For example, the Council Tax Reduction Schemes (Detection of Fraud and Enforcement) (England) Regulations 2013 gives local authorities the power to require information from listed bodies, during the investigation of fraud connected with an application for or award of a reduction under a council tax reduction scheme: <http://www.legislation.gov.uk/ukSI/2013/501/contents/made>

Part 3: Information recommended for publication

56. Part 2 of this Code set out details of the minimum data that local authorities must publish. The Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities to doing so. Therefore, it encourages local authorities to go much further in publishing the data they hold, recognising the benefits of sharing that data for local people, more effective service delivery and better policy making. Part 3 of this Code sets out details of data that the Government recommends local authorities publish.

Part 3.1: Information recommended for publication

57. Data covered by this section includes:

- expenditure data (see paragraph 58)
- procurement information (see paragraphs 59 and 60)
- local authority land (see paragraph 61 and 62)
- parking spaces (see paragraphs 63 and 64)
- organisation chart (see paragraph 65)
- grants to voluntary, community and social enterprise organisations (see paragraphs 66 and 67), and
- fraud (see paragraph 68).

Expenditure data

58. It is recommended that local authorities go further than the minimum publication requirements set out in Part 2 and:

- publish information on a monthly instead of quarterly basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication)
- publish details of all transactions that exceed £250 instead of £500. For each transaction the details that should be published remain as in paragraph 29
- publish all transactions on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card. For each transaction the details that should be published remain as set out in paragraph 30
- publish the total amount spent on remuneration over the period being reported on, and
- classify expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.

Procurement information

59. It is recommended that local authorities place on Contracts Finder⁴⁶, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a value that exceeds £10,000. For each invitation, the details that should be published are the same as those set out in paragraph 31.

60. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish:

- information on a monthly instead of quarterly basis, or ideally, as soon as it is generated and therefore becomes available (commonly known as 'real-time' publication)
- every invitation to tender for contracts to provide goods and/or services with a value that exceeds £500 instead of £5,000. The details that should be published are the same as those set out in paragraph 31
- details of invitations to quote where there has not been a formal invitation to tender. The details that should be published are the same as those set out in paragraph 31
- all contracts in their entirety where the value of the contract exceeds £5,000⁴⁷
- company registration number at Companies House
- details of invitations to tender or invitations to quote that are likely to be issued in the next twelve months. The details that should be published are the same as those set out in paragraph 31
- details of the geographical (eg. by ward) coverage of contracts entered into by the local authority
- details of performance against contractual key performance indicators, and
- information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, Charity or Charitable Incorporated Organisation, Community Interest Company, Industrial and Provident Society, Housing Association, etc).

Local authority land

61. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish information on a monthly instead of annual basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication). It is also recommended that local authorities should publish all the information possible on Electronic Property Information Mapping Service.

⁴⁶ Documentation for all procurements valued at over £10,000 is stored on Contracts Finder for public viewing as part of government's transparency commitment. <https://online.contractsfinder.businesslink.gov.uk/>

⁴⁷ Where a contract runs into several hundreds of pages or more, a local authority should publish a summary of the contract or sections of the contract, if this would be more helpful to local people and businesses.

62. It is further recommended that local authorities also go further than the minimum publication requirements set out in paragraph 37 by publishing, alongside them in one place, the following information:

- size of the asset measured in Gross Internal Area (m²) for buildings or hectares for land, in accordance with the Royal Institute of Chartered Surveyors Code of Measuring Practice. The Gross Internal Area is the area of a building measured to the internal face of the perimeter walls at each floor level. Local authorities using Net Internal Area (m²) should convert measurements to Gross Internal Area using appropriate conversion factors⁴⁸ and state the conversion factor used
- services offered from the asset using the services listed in the Effective Services Delivery government service function list <http://doc.esd.org.uk/FunctionList/1.00.html> (listing up to five main services)
- reason for holding asset such as, it is occupied by the local authority or it is providing a service on the authority's behalf, it is an investment property, it supports economic development (eg. provision of small businesses or incubator space), it is surplus to the authority's requirements, it is awaiting development, it is under construction, it provides infrastructure or it is a community asset
- whether or not the asset is either one which is an asset in the authority's ownership that is listed under Part 5 Chapter 3 of the Localism Act 2011 (assets of community value) and/or an asset which the authority is actively seeking to transfer to the community
- total building operation (revenue) costs as defined in the corporate value for money indicators for public services⁴⁹
- required maintenance - the cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard. This should exclude improvement projects but include works necessary to comply with new legislation (eg. asbestos and legionella)
- functional suitability rating using the scale:
 - good – performing well and operating efficiently (supports the needs of staff and the delivery of services)
 - satisfactory – performing well but with minor problems (generally supports the needs of staff and the delivery of services)
 - poor – showing major problems and/or not operating optimally (impedes the performance of staff and/or the delivery of services)
 - unsuitable – does not support or actually impedes the delivery of services
- energy performance rating as stated on the Display Energy Certificate under the Energy Performance of Buildings (England and Wales) Regulations 2012 (as amended).

⁴⁸ Local authorities are not expected to re-measure buildings. Research undertaken for the Scottish Government offers one method of converting Net Internal Area to Gross Internal Area and can be found at: <http://www.scotland.gov.uk/Resource/Doc/217736/0121532.pdf>

⁴⁹ <http://www.nao.org.uk/wp-content/uploads/2013/02/2010-11-Estates-Management.pdf> (See page 17).

Parking spaces

63. It is recommended that local authorities should publish the number of:

- free parking spaces available in the local authority's area and which are provided directly by the local authority, and
- parking spaces where charges apply that are available in the local authority's area and which are provided directly by the local authority.

64. Where parking space is not marked out in individual parking bays or spaces, local authorities should estimate the number of spaces available for the two categories in paragraph 63.

Organisation chart

65. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish:

- charts including all employees of the local authority whose salary exceeds £50,000
- the salary band for each employee included in the chart(s), and
- information about current vacant posts, or signpost vacancies that are going to be advertised in the future.

Grants to voluntary, community and social enterprise organisations

66. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish information on a monthly instead of annual basis where payments are made more frequently than a single annual payment, or ideally, as soon as the data becomes available and therefore known to the authority (commonly known as 'real-time' publication).

67. It is further recommended that local authorities publish information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association, etc).

Fraud

68. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish:

- total number of cases of irregularity investigated
- total number of occasions on which a) fraud and b) irregularity was identified
- total monetary value of a) the fraud and b) the irregularity that was detected, and
- total monetary value of a) the fraud and b) the irregularity that was recovered.

Part 3.2: Method of publication

69. The Government endorses the five step journey to a fully open format:

One star	Available on the web (whatever format) but with an open license
Two star	As for one star plus available as machine-readable structured data (eg. Excel instead of an image scan of a table)
Three star	As for two star plus use a non-proprietary format (eg. CSV and XML)
Four star	All of the above plus use open standards from the World Wide Web Consortium (such as RDF and SPARQL ²¹)
Five star	All the above plus links an organisation's data to others' data to provide context

70. The Government recommends that local authorities publish data in three star formats where this is suitable and appropriate⁵⁰, alongside open and machine-readable format, within six months of this Code being issued.

Shehla Husain
A Senior Civil Servant in the Department for Communities and Local Government

Department for Communities and Local Government
27 February 2015

⁵⁰ Statistical data, lists etc should be capable of being published in this format but others (eg. organisation charts) may be more difficult.

Annex A: Table summarising all information to be published

Information title	Information which must be published	Information recommended for publication
Expenditure exceeding £500	<p>Quarterly publication</p> <p>Publish details of each individual item of expenditure that exceeds £500, including items of expenditure, consistent with Local Government Association guidance, such as:</p> <ul style="list-style-type: none"> • individual invoices • grant payments • expense payments • payments for goods and services • grants • grant in aid • rent • credit notes over £500 • transactions with other public bodies. <p>For each individual item of expenditure the following information must be published:</p> <ul style="list-style-type: none"> • date the expenditure was incurred • local authority department which incurred the expenditure • beneficiary • summary of the purpose of the expenditure • amount • Value Added Tax that cannot be recovered • merchant category (eg. computers, software etc). 	<ul style="list-style-type: none"> • Publish information on a monthly instead of quarterly basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication). • Publish details of all transactions that exceed £250 instead of £500. For each transaction the details that should be published remain as set out in paragraph 29. • publish the total amount spent on remuneration over the period being reported on. • classify purpose of expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.

Information title	Information which must be published	Information recommended for publication
Government Procurement Card transactions	<p>Quarterly publication</p> <p>Publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:</p> <ul style="list-style-type: none"> • date of the transaction • local authority department which incurred the expenditure • beneficiary • amount • Value Added Tax that cannot be recovered • summary of the purpose of the expenditure • merchant category (eg. computers, software etc). 	<ul style="list-style-type: none"> • Publish all transactions on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card. For each transaction the details that should be published remain as set out in paragraph 30.
Procurement information	<p>Quarterly publication</p> <p>Publish details of every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000. For each invitation, the following details must be published:</p> <ul style="list-style-type: none"> • reference number • title • description of the goods and/or services sought • start, end and review dates • local authority department responsible. <p>Quarterly publication</p> <p>Publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000. For each contract, the following details must be published:</p> <ul style="list-style-type: none"> • reference number • title of agreement • local authority department responsible 	<p>Place on Contracts Finder, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a value that exceeds £10,000.</p> <p>Publish:</p> <ul style="list-style-type: none"> • information on a monthly instead of quarterly basis, or ideally, as soon as it is generated and therefore becomes available (commonly known as ‘real-time’ publication) • every invitation to tender for contracts to provide goods and/or services with a value that exceeds £500 instead of £5,000 • details of invitations to quote where there has not been a formal invitation to tender • all contracts in their entirety where the value of the contract exceeds £5,000

Information title	Information which must be published	Information recommended for publication
	<ul style="list-style-type: none"> • description of the goods and/or services being provided • supplier name and details • sum to be paid over the length of the contract or the estimated annual spending or budget for the contract • Value Added Tax that cannot be recovered • start, end and review dates • whether or not the contract was the result of an invitation to quote or a published invitation to tender • whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector organisation and where it is, provide the relevant registration number. 	<ul style="list-style-type: none"> • company registration number at Companies House • details of invitations to tender or invitations to quote that are likely to be issued in the next twelve months • details of the geographical (eg. by ward) coverage of contracts entered into by the local authority • details of performance against contractual key performance indicators • information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association, etc).
Local authority land	<p>Annual publication</p> <p>Publish details of all land and building assets including:</p> <ul style="list-style-type: none"> • all service and office properties occupied or controlled by user bodies, both freehold and leasehold • any properties occupied or run under Private Finance Initiative contracts • all other properties they own or use, for example, hostels, laboratories, investment properties and depots • garages unless rented as part of a housing tenancy agreement • surplus, sublet or vacant properties • undeveloped land • serviced or temporary offices where contractual or actual occupation exceeds three months • all future commitments, for example under an agreement for lease, from when the contractual commitment is made. 	<p>Publish information on a monthly instead of annual basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication). It is also recommended that local authorities should publish all the information possible on Electronic Property Information Mapping Service.</p> <p>Publish the following additional information:</p> <ul style="list-style-type: none"> • the size of the asset measured in Gross Internal Area (m²) for buildings or hectares for land, in accordance with the Royal Institute of Chartered Surveyors Code of Measuring Practice. The Gross Internal Area is the area of a building measured to the internal face of the perimeter walls at

Information title	Information which must be published	Information recommended for publication
	<p>However, information about the following land and building assets are to be excluded from publication:</p> <ul style="list-style-type: none"> • rent free properties provided by traders (such as information booths in public places or ports) • operational railways and canals • operational public highways (but any adjoining land not subject to public rights should be included) • assets of national security • information deemed inappropriate for public access as a result of data protection and/or disclosure controls (eg. such as refuge houses). <p>Information on social housing is also excluded from this specific dataset.</p> <p>For each land or building asset, the following information must be published together in one place:</p> <ul style="list-style-type: none"> • Unique Property Reference Number • Unique asset identity - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (eg. on one site there could be several buildings or in one building there could be several users, floors/rooms etc – where this is the case, each of these will have a separate asset identity). This must include the original reference number from the data source plus authority code • name of the building/land or both • street number or numbers - any sets of 2 or more numbers should be separated with the '-' symbol (eg. 10-15 London Road) • street name – this is the postal road address • post town 	<p>each floor level. Local authorities using Net Internal Area (m²) should convert measurements to Gross Internal Area using appropriate conversion factors and state the conversion factor used</p> <ul style="list-style-type: none"> • the services offered from the asset, using the services listed in the Effective Services Delivery government service function list http://doc.esd.org.uk/FunctionList/1.00.html (listing up to five main services) • the reason for holding asset such as, it is occupied by the local authority or it is providing a service in its behalf, it is an investment property, it supports economic development (eg. provision of small businesses or incubator space), it is surplus to the authority's requirements, it is awaiting development, it is under construction, it provides infrastructure or it is a community asset • whether or not the asset is either one which is an asset in the authority's ownership that is listed under Part 5 Chapter 3 of the Localism Act 2011 (assets of community value) and/or an asset where the authority is actively seeking transfer to the community • total building operation (revenue) costs as defined in the corporate value for money indicators for public services

Information title	Information which must be published	Information recommended for publication
	<ul style="list-style-type: none"> • United Kingdom postcode • map reference – local authorities may use either Ordnance Survey or ISO6709 systems to identify the location of an asset, but must make clear which is being used. Where an Ordnance Survey mapping system is used (the grid system) then assets will be identified using Eastings before Northings. Where geocoding in accordance with ISO 6709 is being used to identify the centre point of the asset location then that reference must indicate its ISO coordinates • whether the local authority owns the freehold or a lease for the asset and for whichever category applies, the local authority must list all the characteristics that apply from the options given below: <ul style="list-style-type: none"> <i>for freehold assets:</i> <ul style="list-style-type: none"> ○ occupied by the local authority ○ ground leasehold ○ leasehold ○ licence ○ vacant (for vacant properties, local authorities should not publish the full address details and should only publish the first part of the postcode) <i>for leasehold assets:</i> <ul style="list-style-type: none"> ○ occupied by the local authority ○ ground leasehold ○ sub leasehold ○ licence <i>for other assets:</i> <ul style="list-style-type: none"> ○ free text description eg. rights of way, access etc. • whether or not the asset is land only (without permanent buildings) or it is land with a permanent building. 	<ul style="list-style-type: none"> • required maintenance - the cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard. This should exclude improvement projects but include works necessary to comply with new legislation (eg. asbestos and legionella) • functional suitability rating using the scale: <ul style="list-style-type: none"> ○ good – performing well and operating efficiently (supports the needs of staff and the delivery of services) ○ satisfactory – performing well but with minor problems (generally supports the needs of staff and the delivery of services) ○ poor – showing major problems and/or not operating optimally (impedes the performance off staff and/or the delivery of services) ○ unsuitable – does not support or actually impedes the delivery of services • energy performance rating as stated on the Display Energy Certificate under the Energy Performance of Buildings (England and Wales) Regulations 2012 (as amended).

Information title	Information which must be published	Information recommended for publication
Social housing asset value	<p>Annual publication</p> <p>Publish details on the value of social housing assets within local authorities' Housing Revenue Account.</p> <p>Information to be published using the specified value bands and postal sector:</p> <ul style="list-style-type: none"> • total number of homes • the aggregate value and mean value of the dwellings for both existing use value (social housing) and market value, and • percentage of homes that are vacant and that are tenanted. <p>Information to be published at a general level:</p> <ul style="list-style-type: none"> • an explanation of the difference between the tenanted sale value of homes within the Housing Revenue Account and their market sale value, and • an assurance that the publication of this information is not intended to suggest that tenancies should end to realise the market value of properties. <p>Other residential tenanted properties that the authority may hold within their General Fund are excluded from this specific dataset, as is information on other building assets or land that local authorities hold within their Housing Revenue Account.</p>	
Grants to voluntary, community and social enterprise organisations	<p>Annual publication</p> <p>Publish details of all grants to voluntary, community and social enterprise organisations. This can be achieved by either:</p> <ul style="list-style-type: none"> • tagging and hence specifically identifying transactions which relate to voluntary, community and social enterprise organisations within published data on expenditure over £500 or published procurement information, or • by publishing a separate list or register. 	<ul style="list-style-type: none"> • Publish information on a monthly instead of annual basis where payments are made more frequently than a single annual payment, or ideally, as soon as the data becomes available and therefore known to the authority (commonly known as 'real-time' publication).

Information title	Information which must be published	Information recommended for publication
	<p>For each identified grant, the following information must be published as a minimum:</p> <ul style="list-style-type: none"> • date the grant was awarded • time period for which the grant has been given • local authority department which awarded the grant • beneficiary • beneficiary's registration number • summary of the purpose of the grant • amount 	<ul style="list-style-type: none"> • information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association etc).
Organisation chart	<p>Annual publication</p> <p>Publish an organisation chart covering staff in the top three levels of the organisation. The following information must be included for each member of staff included in the chart:</p> <ul style="list-style-type: none"> • grade • job title • local authority department and team • whether permanent or temporary staff • contact details • salary in £5,000 brackets, consistent with the details published for Senior Salaries • salary ceiling (the maximum salary for the grade). 	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> • charts including all employees in the local authority whose salary exceeds £50,000 • the salary band for each employee included in the chart(s) • information about current vacant posts, or signpost vacancies that are going to be advertised in the future.
Trade union facility time	<p>Annual publication</p> <p>Publish the following information:</p> <ul style="list-style-type: none"> • total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives) • total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties • names of all trade unions represented in the local authority 	

Information title	Information which must be published	Information recommended for publication
	<ul style="list-style-type: none"> • a basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary), and • a basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary divided by the total pay bill). 	
Parking account	<p>Annual publication Publish on their website, or place a link on their website to this data published elsewhere:</p> <ul style="list-style-type: none"> • a breakdown of income and expenditure on the authority's parking account. The breakdown of income must include details of revenue collected from on-street parking, off-street parking and Penalty Charge Notices • a breakdown of how the authority has spent a surplus on its parking account. 	
Parking spaces	<p>Annual publication Publish the number of marked out controlled on and off-street parking spaces within their area, or an estimate of the number of spaces where controlled parking space is not marked out in individual parking bays or spaces.</p>	<p>Local authorities should publish the number of:</p> <ul style="list-style-type: none"> • free parking spaces available in the local authority's area and which are provided directly by the local authority, and • parking spaces where charges apply that are available in the local authority's area and which are provided directly by the local authority. <p>Where parking space is not marked out in individual parking bays or spaces, local authorities should estimate the number of spaces available for the two categories.</p>

Information title	Information which must be published	Information recommended for publication
Senior salaries	<p>Annual publication</p> <p>Local authorities must place a link on their website to the following data or must place the data itself on their website:</p> <ul style="list-style-type: none"> the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000 details of remuneration and job title of certain senior employees whose salary is at least £50,000 employees whose salaries are £150,000 or more must also be identified by name. a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000. 	
Constitution	<p>Annual publication</p> <p>Local authorities must publish their Constitution on their website.</p>	
Pay multiple	<p>Annual publication</p> <p>Publish the pay multiple on their website defined as the ratio between the highest taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce. The measure must:</p> <ul style="list-style-type: none"> cover all elements of remuneration that can be valued (eg. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure. 	

Information title	Information which must be published	Information recommended for publication
Fraud	<p>Annual publication</p> <p>Publish the following information:</p> <ul style="list-style-type: none"> • number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014, or similar powers • total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud • total number (absolute and full time equivalent) of professionally accredited counter fraud specialists • total amount spent by the authority on the investigation and prosecution of fraud • total number of fraud cases investigated. 	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> • total number of cases of irregularity investigated • total number of occasions on which a) fraud and b) irregularity was identified • total monetary value of a) the fraud and b) the irregularity that was detected, and • total monetary value of a) the fraud and b) the irregularity that was recovered.
Waste contracts	<p>One-off publication</p> <p>Local authorities must publish details of their existing waste collection contracts, in line with the details contained in paragraphs 32 of the Code, at the point they first publish quarterly contract information under Part 2 of this Code.</p>	

Annex B: Detecting and preventing fraud

Tackling fraud is an integral part of ensuring that tax-payers money is used to protect resources for frontline services. The cost of fraud to local government is estimated at £2.1 billion a year. This is money that can be better used to support the delivery of front line services and make savings for local tax payers.

A culture of transparency should strengthen counter-fraud controls. The Code makes it clear that fraud can thrive where decisions are not open to scrutiny and details of spending, contracts and service provision are hidden from view. Greater transparency, and the provisions in this Code, can help combat fraud.

Sources of support to tackle fraud include:

Fighting Fraud Locally, The Local Government Fraud Strategy

(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118508/strategy-document.pdf), was drafted by the National Fraud Authority and CIPFA (the Chartered Institute of Public Finance and Accountancy). The document calls for the adoption of a tougher approach to tackle fraud against local authorities. The strategy is part of a wider collaboration on counter fraud and is the local authority contribution to the national fraud strategy – *Fighting Fraud Together* (<https://www.gov.uk/government/publications/nfa-fighting-fraud-together>) which encompasses both the public and private sectors response to fraud in the UK.

Local authorities should use a risk management approach with strong internal control arrangements to reduce the risk of any payment fraud as a result of publishing public data. Local authorities should refer to the *Chartered Institute of Public Finance and Accountancy Code of Practice on Managing the Risk of Fraud and Corruption* (<http://www.cipfa.org/services/counter-fraud-centre/code-of-practice>). The document sets out a step by step toolkit to tackling fraud: identifying and understanding your fraud risks and potential exposure to fraud loss; assessing current resilience to fraud; evaluating the organisation's ability to respond to potential or identified fraud; and developing a strategy. Developing an anti-fraud culture is an important part of improving resilience; the benefits of improving resilience to fraud include reduced exposure to fraud and an organisation that is better able to identify attempted frauds or vulnerabilities.

The National Fraud Authority have produced a guide on procurement fraud, *Procurement Fraud in the Public Sector*, (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118460/procurement-fraud-public-sector.pdf) which deals with the whole process, from bidding during the pre-contract award phase through to false invoicing in the post-contract award phase.

There are some specific steps local authorities can take to prevent procurement fraud. These might include:

- only accepting requests for changes to supplier standing data in writing

- seeking confirmation from the supplier that the requested changes are genuine, using contact details held on the vendor data file or from previous and legitimate correspondence; and not contacting the supplier via contact details provided on the letter requesting the changes
- ensuring that there is segregation of duties between those who authorise changes and those who make them
- only authorising changes when all appropriate checks have been carried out with legitimate suppliers and only making the changes when the proper authorisations to do so have been given
- maintaining a suitable audit trail to ensure that a history of all transactions and changes is kept
- producing reports of all changes made to supplier standing data and checking that the changes were valid and properly authorised before any payments are made
- carrying out standard checks on invoices before making any payments, and
- regularly verifying the correctness of standing data with suppliers.

Annex C: Social housing asset data to be published

Postal Sector	Valuation Band Range	Intervening bands	Dwellings value				Tenure status				
			Total number social housing dwellings	EUV-SH Values		Market Values		% occupied dwellings	% vacant dwellings		
				Total	Average	Total	Average				
PO1 1**	<£50,000 - £99,999	<£50,000									
		£50,000 - £59,999									
		£60,000 - £69,999									
		£70,000 - £79,999									
		£80,000 - £89,999									
		£90,000 - £99,999									
	£100,000 - £299,999	£100,000 - £119,999									
		£120,000 - £139,999									
		£140,000 - £159,999									
		£160,000 - £179,999									
		£180,000 - £199,999									
		£200,000 - £219,999									
		£220,000 - £239,999									
		£240,000 - £259,999									
		£260,000 - £279,999									
		£280,000 - £299,999									
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			£350,000 - £399,999								
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TO: Overview and Scrutiny Committee

FROM: Area Commander (AC) – Wayne Swales

PRESENTING OFFICER(S): Area Commander (AC) – Wayne Swales

Telephone: 07554 425128

Email: wayne.swales@cambsfire.gov.uk

DATE: 4 October 2023

Report on Use of Lithium-ion Batteries and Response by Cambridgeshire Fire and Rescue Service

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an update on the rise of lithium-ion batteries and specifically their use in micro mobility items being involved in fire and the response to this by Cambridgeshire Fire and Rescue Service (CFRS).

2. Recommendation

- 2.1 The Committee 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.
- 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 **Sociological** – the increased popularity and availability of micro mobility products will increase the instances of their involvement in fire and the resources required to respond to these. The current risk profile for users of these is unknown and may change the targeted groups we seek to support through fire prevention requiring more resource. We will, through our risk planning processes, identify and react to this accordingly.
- 3.4 **Technological** – emerging technologies may see battery safety improve which could reduce the instances of fire. We will continue to evaluate the availability and effectiveness of technologies for detecting and extinguishing battery fires to protect the safety of our responding crews and the community.

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 Lithium-ion batteries are rechargeable batteries in electrical items such as mobile phones, laptops, e-scooters, e-bikes and e-cigarettes. There is growing national concern over the rise in the involvement of these batteries in incidents involving fire, including fatalities and especially in their use in e-bikes and PLEV's (Personal Light Electric Vehicles).
- 5.2 The electrified form of micro mobility is becoming more popular and is seen as an affordable alternative to fossil fuel driven cars/vehicles for use over short distances in urban areas. Economic factors are also making e-micro mobility more popular. Shimano's 'State of the Nation 2022' report reveals that, across all 12 European countries profiled, of those surveyed, cost of living for example, higher car fuel prices is the primary motivating factor (47%) in e-bike usage now, compared to one year ago. In the United Kingdom, this number rises to 56%.
- 5.3 Micro mobility encompasses a wide range of small lightweight vehicles operating at speeds typically below 25 kilometres per hour and ridden by users personally. Micro mobility devices more commonly referred to as PLEV's includes bicycles, e-scooters, e-bikes, electric skateboards, shared bicycle fleets and other electric pedal assisted cycles. These can also include cycles fitted with a conversion kit to enable battery powered propulsion.
- 5.4 The primary risk associated with lithium-ion batteries used in micro mobility products is thermal runaway. The process of thermal runaway starts when a battery cell overheats, perhaps due to an internal fault, physical or electrical abuse or extreme temperatures. This elevated cell temperature results in reactions which produce more heat than can be dissipated to surroundings. Eventually the internal structure of the battery cell begins to become unstable and collapse resulting in the production of flammable and toxic gases, fire and explosion. The heat spreads to nearby cells, causing them to also enter an uncontrollable and irreversible state of thermal runaway.
- 5.5 Battery safety and stability depends on maintaining internal temperatures within specific limits. Poor quality and substandard components, flawed design, physical abuse and improper charging or discharging can all cause a battery to become thermally unstable and can lead to catastrophic failure.

Even if a fire is extinguished, it is common for the fire to start again, highlighting the dynamic nature of lithium-ion battery fire.

6. Incident Data and Analysis

- 6.1 Currently, there is limited data relating to the number of fires in the United Kingdom, mainly due to deficiencies in the national Incident Recording System (IRS). However, London Fire Brigade (LFB) has reported attending 87 e-bike and 29 e-scooter fires across Greater London in 2022. In the first half of 2023, on average, LFB has been called to an e-scooter or e-bike fire once every two days; a 60% increase in the number of these fires compared to the same period last year. Fire data recorded regionally is not mandatory.
- 6.2 IRS is a national data collection system, which collates detailed information on all incidents attended by fire and rescue services (FRS's). The IRS enables data on all incidents attended by FRS's to be collected electronically and verified at source. However, the quality of the fire data recorded at national level does not allow fires to be attributed specifically to lithium-ion batteries, e-scooters or e-bikes; the IRS currently has no 'e-scooter' or 'e-bike' category. Firefighters must record that a fire involved one of these vehicles in an open text box field. Information entered in an open text box field does not appear in the publicly available fire statistics published by the Home Office.
- 6.3 In Cambridgeshire our five-year incident data of fires in which lithium-ion batteries have been involved is given in the table below (as at the time of writing). These are where it has specifically been recorded as involving lithium-ion batteries, e-scooters or e-bikes. The most significant incident in Cambridgeshire tragically resulted in three fatalities.

E-scooter and E-bike Fires involving Lithium-ion Batteries

T w a y i n w h i c h	Calendar Year	Fires caused by faulty e-scooter or e-bike batteries
	2018	0
	2019	1
	2020	4
	2021	1
	2022	1
	2023	3

- 6.4 The current IRS data collection process works does mean that there is a possibility that incidents involving lithium-ion batteries have been under reported (due to the need to add that detail into an open text box). In the past 12-month period, CFRS has attended 277 accidental dwelling fires of which 64 have been deemed to be caused by electrical failure. These have been recorded using the national IRS system fields and categories.

7. CFRS and National Fire Chiefs Council (NFCC) Activities

- 7.1 In response to the growth in lithium-ion battery fires and the risk they pose when being charged in dwellings, we have incorporated risk mitigation within our IRMP Action Plan. This means educational safety activity is delivered through our prevention group to highlight the risks posed to owners and training activities are undertaken to ensure our response to incidents is professional and appropriate.
- 7.2 The NFCC has seconded an Officer to lead the work around emerging technologies across the workstreams of prevention, protection and operations. This role works with Government, industry and all FRS's to support the creation of national guidance and support.
- 7.3 The NFCC has also produced e-bikes and fire safety guidance with key areas of messaging to be used when communicating with the public; CFRS is using this within our prevention activities for consistent messaging.
- 7.4 Operational training is being provided and undertaken on the risks and tactics for firefighting where lithium-ion batteries are, or suspected to be, involved in fire.
- 7.5 A joint team from prevention and protection is engaging with the Cambridge Landlord Forum providing information on the specific threats and emerging risks posed by e-scooters and e-bikes.
- 7.6 The County Risk Analysis Group takes information and intelligence, adopting a joint approach to risk between departments to ensure a collective service awareness to managing it. This ensures that where known risks are identified, the appropriate targeted interventions and actions are undertaken.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Electrical Safety-First Report 2023	Hinchingbrooke Cottage Brampton Road Huntingdon	Wayne Swales 07554 425128 wayne.swales@cambsfire.gov.uk



Cambridgeshire and Peterborough Fire Authority

Annual internal audit report 2022/23

22 September 2023

This report is solely for the use of the persons to whom it is addressed.

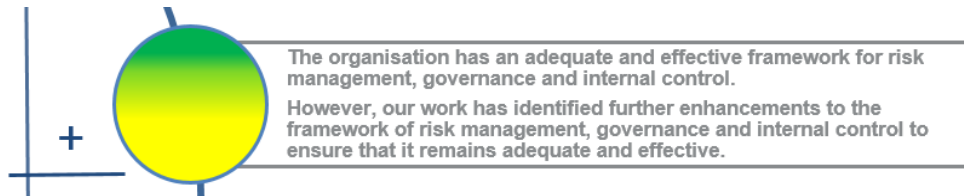
To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

THE ANNUAL INTERNAL AUDIT OPINION

This report provides an annual internal audit opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes. The opinion should contribute to the organisation's annual governance reporting.

The opinion

For the 12 months ended 31 March 2023, the head of internal audit opinion for Cambridgeshire and Peterborough Fire Authority is as follows:



Please see appendix A for the full range of annual opinions available to us in preparing this report and opinion.

It remains management's responsibility to develop and maintain a sound system of risk management, internal control and governance, and for the prevention and detection of material errors, loss or fraud. The work of internal audit should not be a substitute for management responsibility around the design and effective operation of these systems.

Scope and limitations of our work

The formation of our opinion is achieved through a risk-based plan of work, agreed with management and approved by the Overview and Scrutiny Committee, our opinion is subject to inherent limitations, as detailed below:

- internal audit has not reviewed all risks and assurances relating to the organisation;
- the opinion is substantially derived from the conduct of risk-based plans generated from a robust and organisation-led risk register. The risk register is one component that the board takes into account in making its annual governance statement (AGS);
- the opinion is based on the findings and conclusions from the work undertaken, the scope of which has been agreed with management;
- where strong levels of control have been identified, there are still instances where these may not always be effective. This may be due to human error, incorrect management judgement, management override, controls being by-passed or a reduction in compliance;
- due to the limited scope of our audits, there may be weaknesses in the control system which we are not aware of, or which were not brought to our attention.

FACTORS AND FINDINGS WHICH HAVE INFORMED OUR OPINION

Overview

Our Governance opinion has been informed specifically through our continued attendance at Overview and Scrutiny Committee, as well as elements of our audits which reviewed reporting arrangements (for example System Ownership Governance, Key Financial Controls and Debrief Following Complex Incidents).

Our Risk Management opinion has been informed by our reviews of Risk Management and Integrated Risk Management Planning Framework, alongside our risk-based approach to individual assignments and attendance at the Overview and Scrutiny Committee.

During the year we have completed seven assurance assignments, from which the Authority could take positive assurance for six (three substantial assurance and three reasonable assurance) these being:

- Debrief Following Complex Incidents – Reasonable Assurance
- Key Financial Controls – General Ledger and Budgetary Control – Reasonable Assurance
- Governance - Substantial Assurance
- System Ownership Governance - Reasonable Assurance
- Integrated Risk Management Planning Framework – Substantial Assurance
- Risk Management - Substantial Assurance

For the remaining Recruitment review the Authority could take Partial Assurance (negative opinion). Our review identified that whilst there was a Recruitment and Selection Policy in place which had been subject to review, at the time of the audit this had not been formally ratified. Furthermore we also confirmed that a procedure and toolkits for the On-Call Fire Fighters and Support Staff were in place however these had not been subject to review. Testing on a sample of 10 vacancies to test compliance with the policy identified a number of areas of non-compliance with the recruitment process including instances where records were completed after the candidates had started their post. We were not provided with any recruitment training records at the time of the audit therefore we were unable to provide assurance that staff who were involved in the recruitment process had been adequately trained.

We also undertook an advisory review of General Data Protection Regulation (GDPR) Governance designed to assess the current control framework in place and to evaluate opportunities for future areas of controls development, based on the evidence presented to us. This took into account both ICO guidance and relevant best practice identified at other similar organisations, providing a high-level framework of actions, where applicable. Actions have been agreed with management to address the areas identified.

The follow up review concluded that the organisation had made **reasonable progress** in implementing previously agreed management actions (see below).

A summary of internal audit work undertaken, and the resulting conclusions, is provided at appendix B.

Topics judged relevant for consideration as part of the annual governance statement

Based on the work we have undertaken on the Authority's system on internal control, we consider there are no significant issues which should be considered by the Authority to be flagged as significant control issues when drafting the Annual Governance Statement (AGS).

THE BASIS OF OUR INTERNAL AUDIT OPINION

As well as those headlines previously discussed, the following areas have helped to inform our opinion. A summary of internal audit work undertaken, and the resulting conclusions, is provided at appendix B.

Acceptance of internal audit management actions

Management have agreed actions to address all of the findings reported by the internal audit service during 2022/23.

Implementation of internal audit management actions

Our follow up of the actions agreed to address previous years' internal audit findings shows that the organisation had made reasonable progress in implementing the agreed actions. Of the 16 management actions followed up, we were able to confirm that eight had been fully implemented. In the remaining eight instances, four actions had been partially but not fully implemented and four actions had not been fully implemented. We have restated five medium priority management actions and agreed revised low priority management actions for three of the four actions which have been partly implemented. Findings are detailed in section two of this report.

Working with other assurance providers

In forming our opinion we have not placed any direct reliance on other assurance providers.

OUR PERFORMANCE

Wider value adding delivery

Area of work	How has this added value?
Emergency Services – Sector Update: June 2022	<p>The briefing paper provides a useful source of insight into recent developments and publications affecting the sector and provided further insight into the following areas:</p> <ul style="list-style-type: none"> • Data management fire standard consultation; • Fire Standard is launched; • Reforming fire and rescue services; and • The Fire Risk Assessment Prioritisation Tool.
Emergency Services – Sector Update: September 2022	<p>The briefing paper provides a useful source of insight into recent developments and publications affecting the sector and provided further insight into the following areas:</p> <ul style="list-style-type: none"> • Fire and Rescue Service inspections 2021/22; • Fire standards implementation sessions; and • Fire and rescue incidents statistics.
Emergency Services – Sector Update: December 2022	<p>The briefing paper provides a useful source of insight into recent developments and publications affecting the sector and provided further insight into the following areas:</p> <ul style="list-style-type: none"> • Economic and Social Value of the UK Fire and Rescue Services Methodology; • Early Intervention Implementation Framework launched; and • Fire Standards Board launches new standard.
Emergency Services – Sector Update: March 2023	<p>The briefing paper provides a useful source of insight into recent developments and publications affecting the sector and provided further insight into the following areas:</p> <ul style="list-style-type: none"> • State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022; • Fire and rescue services inspection programme and framework; • Fire Safety (England) Regulations 2022; • Firefighters far more likely to die from cancer and heart attacks than public; and • The Fire Standards Board open consultations on two Standard.
Best Practice	Shared best practice across the sector through our work.
Briefings and Publications	Issued non-sector specific briefings throughout the year to the, including in relation to Emergency Services Internal Audit Benchmarking.
Use of specialists	We have utilised specialists to support the delivery of the Internal Audit plan throughout 2022/23. This includes the use of GDAP specialists.

Conflicts of interest

RSM has not undertaken any work or activity during 2022/23 that would lead us to declare any conflict of interest.

Conformance with internal auditing standards

RSM affirms that our internal audit services are designed to conform to the Public Sector Internal Audit Standards (PSIAS).

Under PSIAS, internal audit services are required to have an external quality assessment every five years. Our risk assurance service line commissioned an external independent review of our internal audit services in 2021 to provide assurance whether our approach meets the requirements of the International Professional Practices Framework (IPPF), and the Internal Audit Code of Practice, as published by the Global Institute of Internal Auditors (IIA) and the Chartered IIA, on which PSIAS is based.

The external review concluded that RSM 'generally conforms*' to the requirements of the IIA Standards' and that 'RSM IA also generally conforms with the other Professional Standards and the IIA Code of Ethics. There were no instances of non-conformance with any of the Professional Standards'.

* The rating of 'generally conforms' is the highest rating that can be achieved, in line with the IIA's EQA assessment model.

Quality assurance and continual improvement

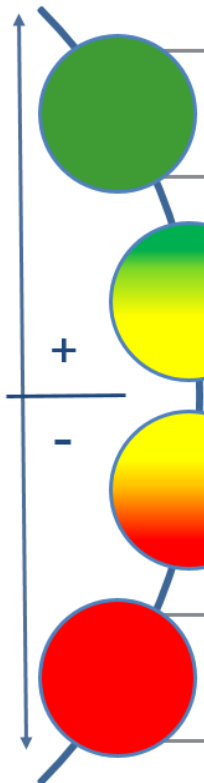
To ensure that RSM remains compliant with the PSIAS framework we have a dedicated internal Quality Assurance Team who undertake a programme of reviews to ensure the quality of our audit assignments. This is applicable to all Heads of Internal Audit, where a sample of their clients will be reviewed. Any findings from these reviews are used to inform the training needs of our audit teams.

Resulting from the programme in 2022/23, there are no areas which we believe warrant flagging to your attention as impacting on the quality of the service we provide to you.

In addition to this, any feedback we receive from our post assignment surveys, client feedback, appraisal processes and training needs assessments is also taken into consideration to continually improve the service we provide and inform any training requirements.

APPENDIX A: ANNUAL OPINIONS

The following shows the full range of opinions available to us within our internal audit methodology to provide you with context regarding your annual internal audit opinion.

Annual opinions	Factors influencing our opinion
 <div data-bbox="392 459 1176 587"> <p>The organisation has an adequate and effective framework for risk management, governance and internal control.</p> </div> <div data-bbox="392 651 1176 778"> <p>The organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.</p> </div> <div data-bbox="392 842 1176 970"> <p>There are weaknesses in the framework of governance, risk management and control such that it could become, inadequate and ineffective.</p> </div> <div data-bbox="392 1034 1176 1161"> <p>The organisation does not have an adequate framework of risk management, governance or internal control.</p> </div>	<p>The factors which are considered when influencing our opinion are:</p> <ul style="list-style-type: none"> • inherent risk in the area being audited; • limitations in the individual audit assignments; • the adequacy and effectiveness of the risk management and / or governance control framework; • the impact of weakness identified; • the level of risk exposure; and • the response to management actions raised and timeliness of actions taken.

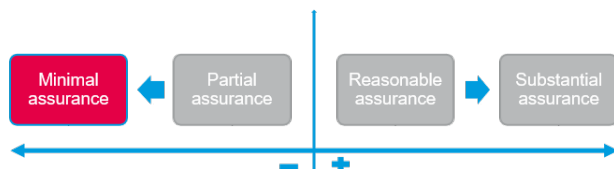
APPENDIX B: SUMMARY OF INTERNAL AUDIT WORK COMPLETED 2022/23

All of the assurance levels and outcomes provided above should be considered in the context of the scope, and the limitation of scope, set out in the individual assignment report.

Assignment	Assurance level	Actions agreed		
		L	M	H
Risk Management	Substantial Assurance [●]	1	0	0
Debrief Following Complex Incidents	Reasonable Assurance [●]	0	2	0
General Data Protection Regulation (GDPR) Governance	Advisory [●]	7	8	1
Key Financial Controls – General Ledger and Budgetary Control	Reasonable Assurance [●]	0	1	0
Integrated Risk Management Planning Framework	Substantial Assurance [●]	2	0	0
Governance	Substantial Assurance [●]	2	1	0
System Ownership Governance	Reasonable Assurance [●]	2	3	0
Follow Up	Reasonable Progress [●]	4	5	0
Recruitment	Partial Assurance [●]	5	1	3

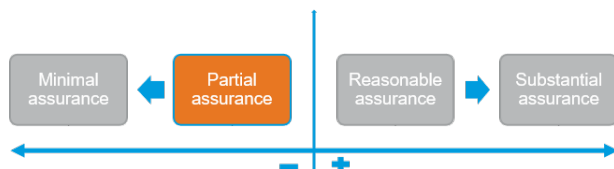
APPENDIX C: OPINION CLASSIFICATION

We use the following levels of opinion classification within our internal audit reports, reflecting the level of assurance the board can take:



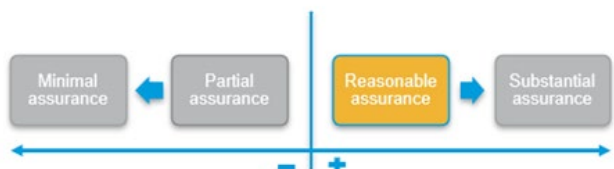
Taking account of the issues identified, the authority cannot take assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied or effective.

Urgent action is needed to strengthen the control framework to manage the identified risk(s).



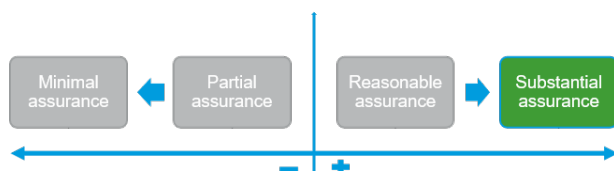
Taking account of the issues identified, the authority can take partial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied or effective.

Action is needed to strengthen the control framework to manage the identified risk(s).



Taking account of the issues identified, the authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk(s).



Taking account of the issues identified, the authority can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

YOUR INTERNAL AUDIT TEAM

Suzanne Rowlett, Head of Internal Audit

suzanne.rowlett@rsmuk.com

+44 (0)7720 508148

Louise Davies, Manager

Louise.davies@rsmuk.com

+44 (0)7720 508146

rsmuk.com

The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of Cambridgeshire and Peterborough Fire Authority and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM UK Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.



Cambridgeshire and Peterborough Fire Authority

Emergency Services - benchmarking of internal audit findings 2022/23

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Introduction

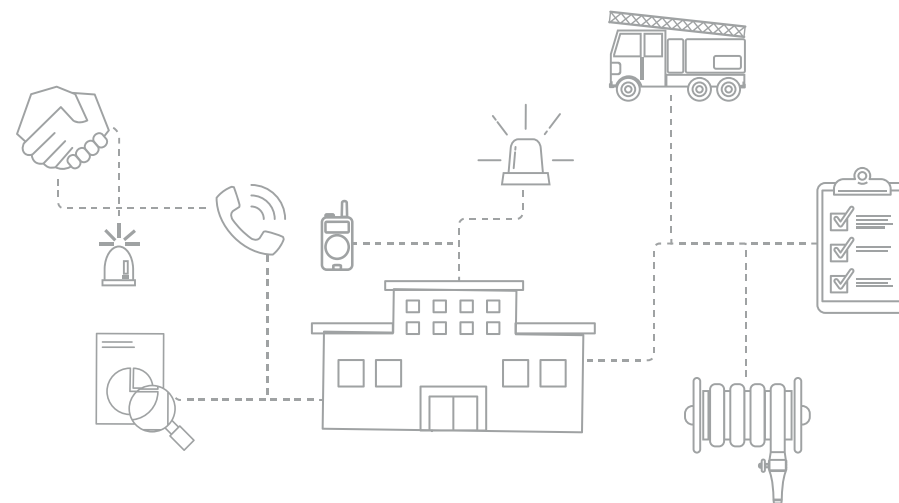
As part of our internal audit service, we provide benchmarking data to our clients within our internal audit assignment reports.

At the assignment level, benchmarking provides:

- a comparison against the numbers of actions agreed;
- the assurance opinions provided across the sector in our client base;
- a summary of the key areas where high internal audit management actions were agreed; and
- a comparison of Head of Internal Audit (HOIA) opinions.

This paper provides a benchmark for our individual clients, allowing for self-assessment against all of our emergency services clients.

The benchmarking data provided in this paper are based on all of the internal audit assurance reports we have issued to our emergency services clients during the audit year 2022/23. This paper will provide you with a useful snapshot of your organisation's performance against others in the sector.



Internal audit assurance levels

Compares assurance levels provided by the internal audit service across all assurance reviews during 2022/23 and at your organisation over the last three years.

Cambridgeshire and Peterborough Fire Authority

Percentage across our emergency services client base in 2022/23

Substantial assurance



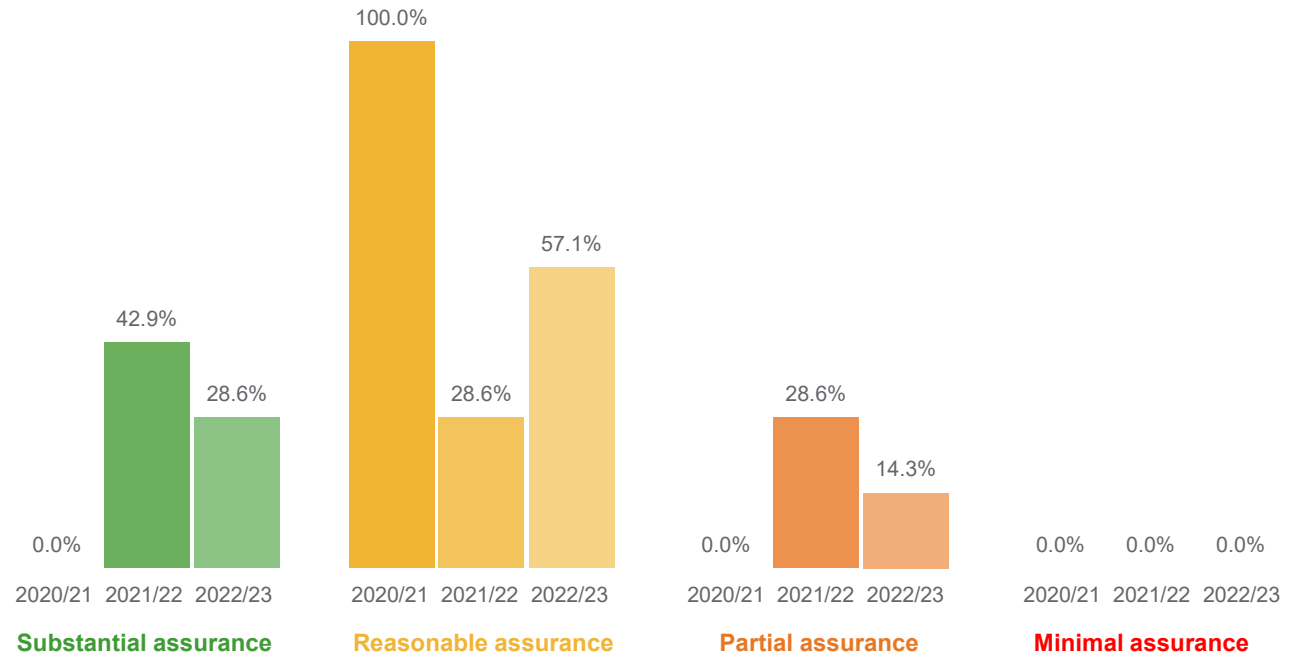
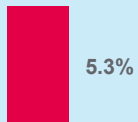
Reasonable assurance



Partial assurance



Minimal assurance

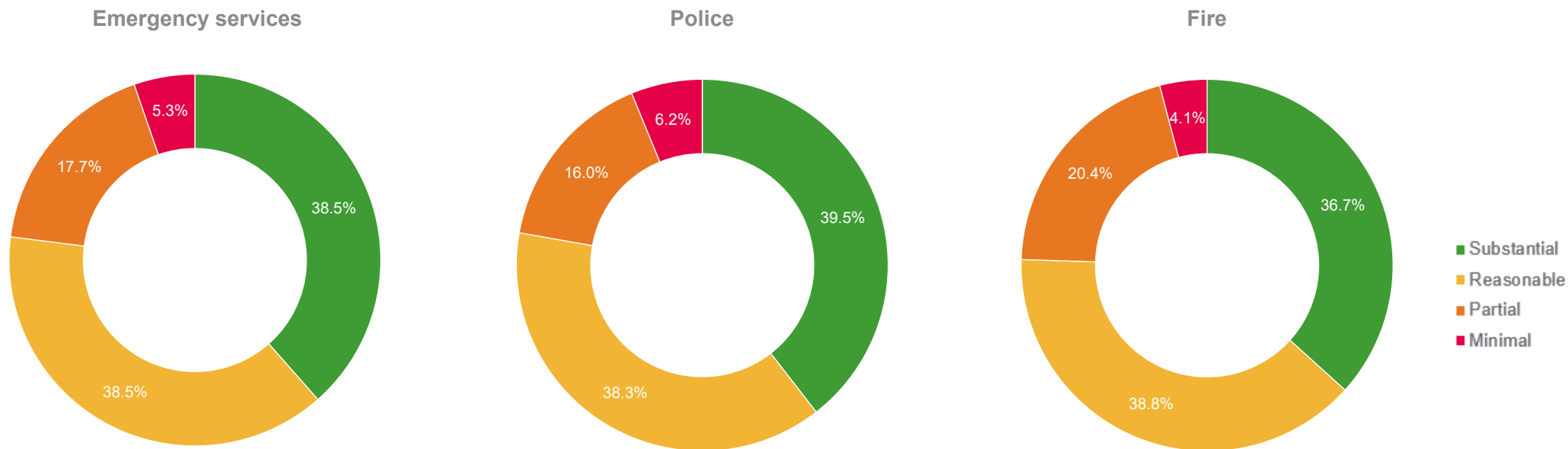


In 2022/23, eight audits were delivered, with one being advisory.

We have not issued with any minimal assurance reports in 2022/23 and have issued fewer partial assurance opinions than across our emergency services client base.

Assurance level by sub sector

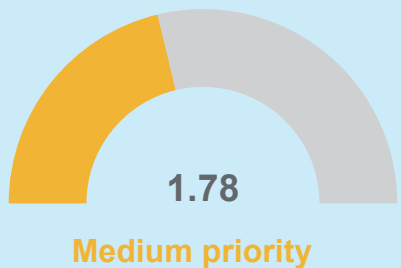
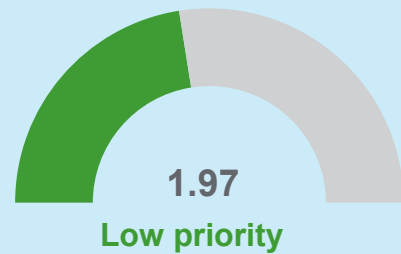
Compares assurance levels provided by the internal audit service across all assurance reviews during 2022/23 by sub sector.



Internal audit management actions

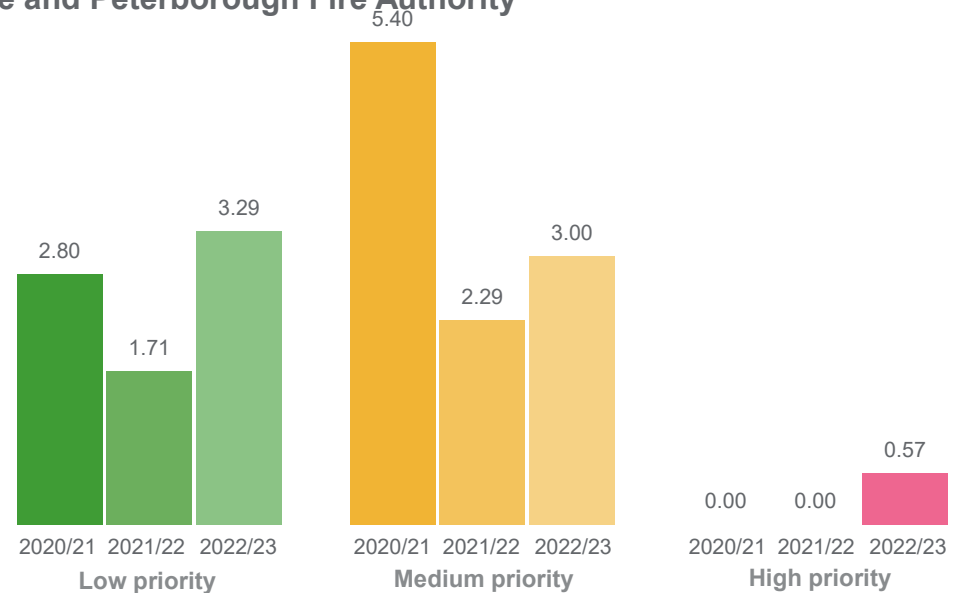
Compares the average number of management actions agreed in each internal audit assignment.

Average action priority across our emergency services client base in 2022/23



Average number of management actions per report is 4.38.

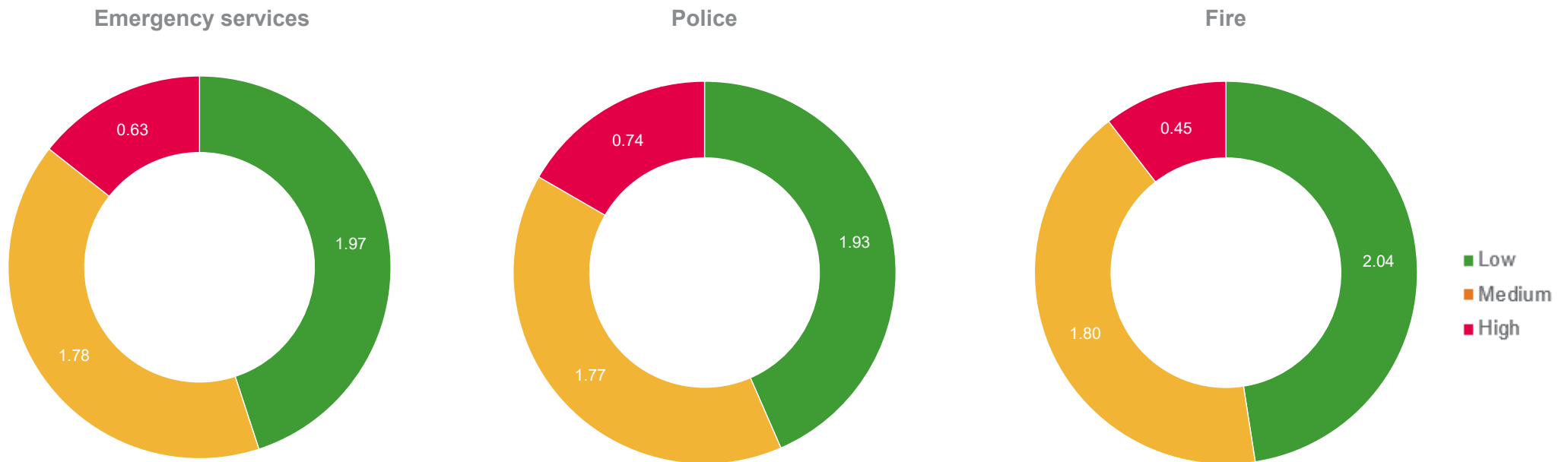
Cambridgeshire and Peterborough Fire Authority



During 2022/23 across our emergency services client base we undertook a total of 29 advisory and follow up reviews. These reviews resulted in an average of 4.48 management actions per report. These management actions are not included in the above analysis.

Management actions by sub sector

Compares the average number of management actions agreed in each internal audit assignment.



Thematic overview of high actions

An overview of high priority management actions agreed across our client base is summarised by top themes.

24%



People, health and safety

- Outstanding health and safety incident investigations and related actions are to be reported quarterly. Incident dates are to be recorded, to ensure an audit trail, with late reporting followed-up.
- Training, including health and safety and safeguarding courses are to be reviewed to ensure they are up to date and that mandatory courses are suitably assigned, and staff completion is monitored.
- Risk assessment procedures are to be reviewed and updated to ensure they reflect current practices and working environments. A register of all risk assessments should be in place to provide information for regular reporting on health and safety related matters.

22%



Finance

- Recover all identified payroll overpayments and perform ongoing checks to confirm the accuracy of overtime payments before the payment is made.
- New starter and transfer forms are to be submitted to payroll timely (to prevent overpayments).
- Asset purchasing systems should have set authorisation limits which align to the scheme of authorisation and should have appropriate segregation of duties in place when raising purchase requisitions. Expenditure incurred through the system should be subject to adequate checks and be value for money.
- A supplier amendment form will be created. This is to ensure all details regarding amendments to supplier details are correctly recorded and verified appropriately.
- For purchases over £10,000 staff are to be reminded of the requirement to gain three quotes and complete supporting procurement documentation.

14%



IT

- Separate privileged accounts will be created for individuals requiring enhanced access.
- Any enhanced access for individuals will be monitored and granted only for the time required.
- User accounts are to be updated or disabled promptly following notification of movers and leavers from HR.
- Password configurations will be set to adhere to best practice and follow guidance from the National Cyber Security Centre.
- Boundary firewalls will be kept up to date with the latest firmware, with any exceptions being approved and subsequently monitored to ensure firmware remains as up to date as possible.
- All system vulnerabilities will be logged and remediated within documented timeframes.

Thematic overview of high actions

An overview of high management actions agreed across our client base is summarised by top themes.

13%



Estates, storage and disposal

- Vehicles to transport property will be fully equipped for example with GPS tracker, firearms cages and safe.
- The physical security arrangements at property stores will be reviewed. Data, including the location of property within stores, will be checked and recorded accurately on the NICHE system.
- Opening and closing inventory balances, purchases and stock movement information is to be clearly recorded within the stock spreadsheet so that stock levels are monitored.

11%



Fleet management

- Processes and checks are to be implemented to ensure vehicle information held within the fleet system is accurate.
- Fleet utilisation performance measures will be implemented, regularly captured, analysed and reported.
- To evidence receipt of vehicle orders, goods received notes are to be retained in the management system.
- There is to be an approved business case for all fleet orders, with the fleet management strategy presented for review and approval.
- As part of a replacement strategy update, a reconciliation will be completed between the current fleet in place and the fleet requirements for future service provision.

8%

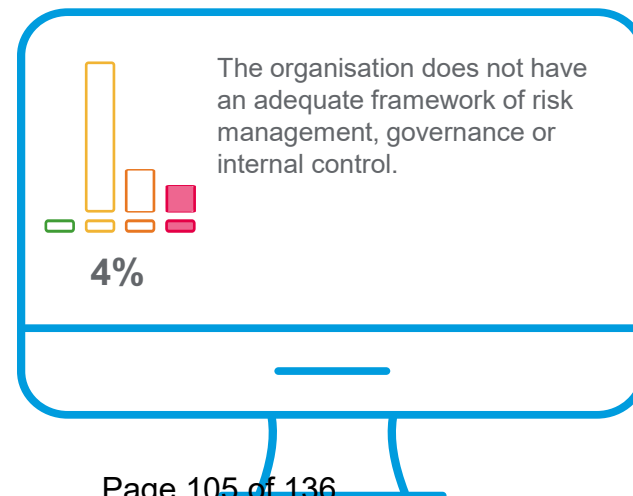
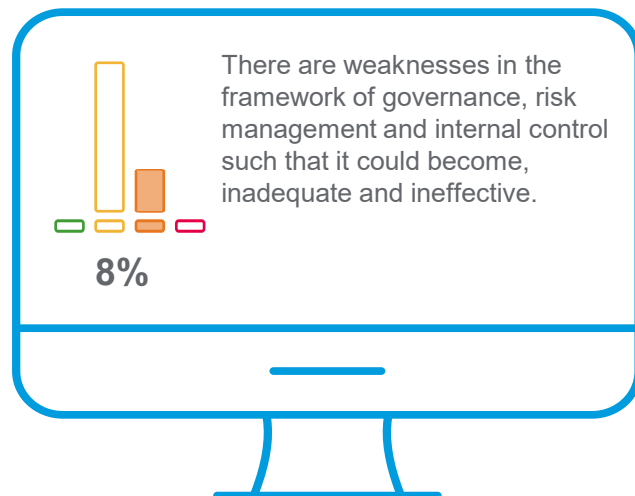
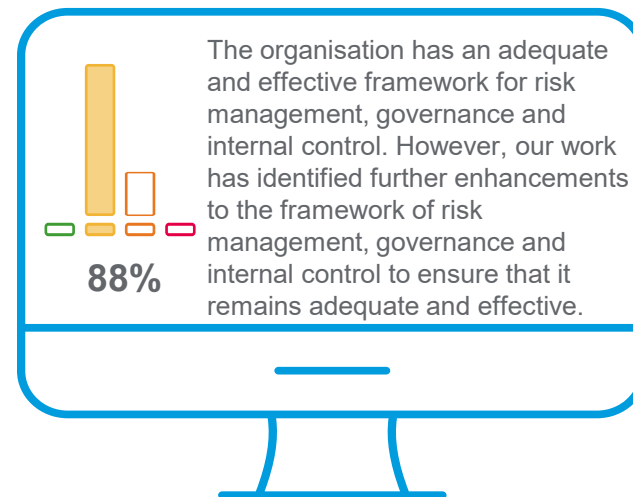
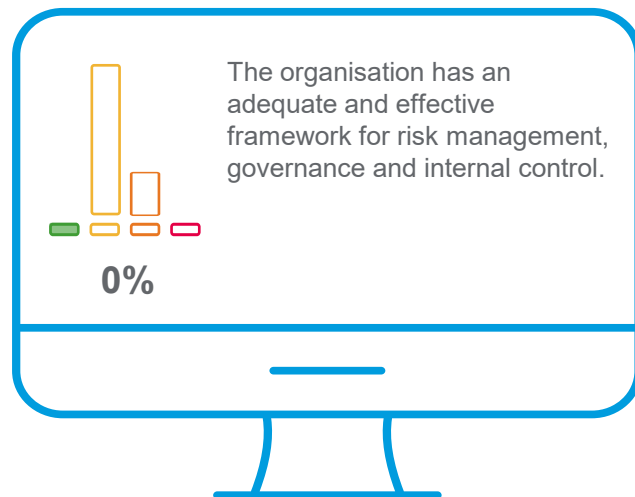


Commissioning and service collaboration

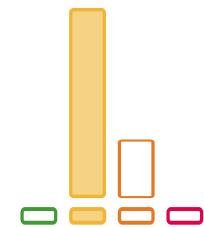
- All grants will undergo a performance evaluation with evidence retained of the review.
- Scrutiny will be provided to ensure grant funding achieves its intended benefit and purpose.
- Minutes and action logs will be maintained for all commissioned services.
- Checks will be undertaken before the grant agreement is signed and the funding period begins.
- All collaborative agreements will be reviewed to ensure the agreement is up to date, signed by all parties, and clearly documents the services to be provided.

Annual opinions

At year end we provide our emergency services clients with our head of internal audit opinion. The graphics below show the full range of opinions available to us within our internal audit methodology and the opinions we provided in 2022/23.

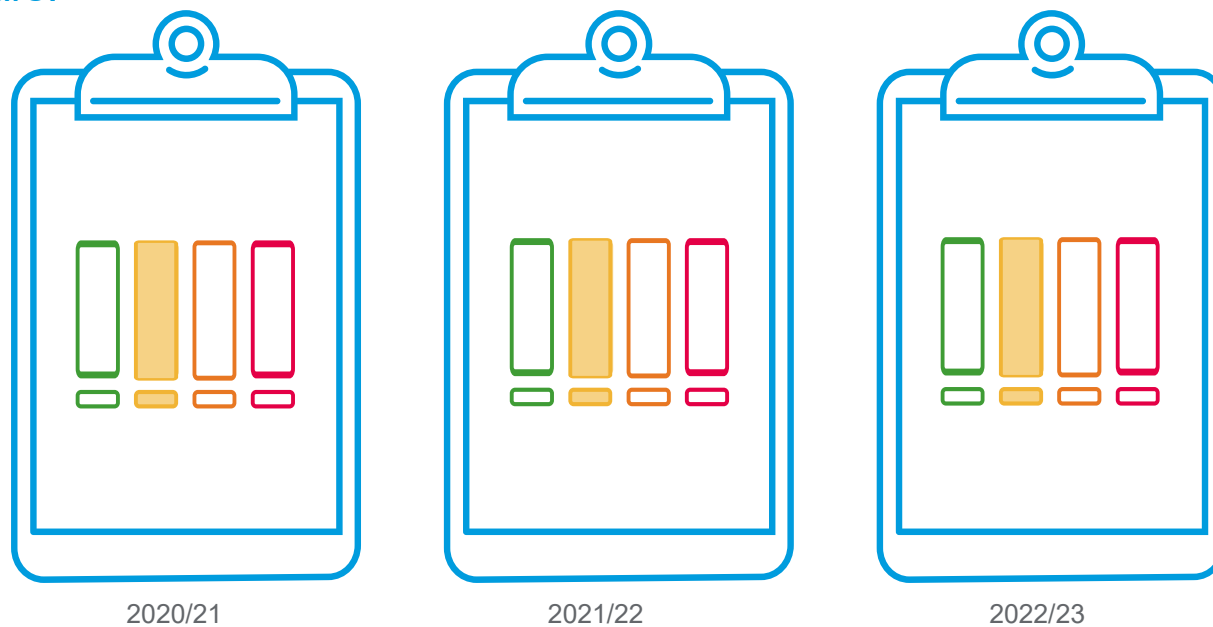


For the financial year 2022/23 Cambridgeshire and Peterborough Fire Authority was provided with the annual assurance opinion of:



Your organisation's annual opinions

The graphic below shows the internal audit opinions provided to Cambridgeshire and Peterborough Fire Authority over the past three years.





Suzanne Rowlett

Head of Internal Audit

T 44 (0)7720 508148

Suzanne.Rowlett@rsmuk.com

Risk Assurance Technical Team

Research and author

technical.ra@rsmuk.com

RSM UK Risk Assurance Services LLP

25 Farringdon Street

London

EC4A 4AB

United Kingdom

T +44 (0)20 3201 8000

rsmuk.com

rsmuk.com

The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of the Cambridgeshire and Peterborough Fire Authority, and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM UK Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.



Cambridgeshire Fire Authority

Internal Audit Progress Report

4 October 2023

This report is solely for the use of the persons to whom it is addressed.

To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

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1 Key messages

This report below provides a summary update on progress against each plan and summarises the results of our work to date. The reports finalised since the last Committee are highlighted in **bold** below.

Progress against the internal audit plan 2023/24

Assignment and Executive Lead	Status	Actions agreed			Opinion Issued
		L	M	H	
2022/23					
Systems Ownership	Final	2	3	0	Reasonable Assurance
2023/24					
Estates Utilisation	Final	1	3	1	Partial Assurance
Medium Term Financial Planning	Final	6	0	0	Substantial Assurance
Contaminants and staff health and safety	In progress				
Key Financial Controls - Implementation of New Finance System	To commence 9 February 2023				
Procurement	To commence 4 December 2023				
Culture	To commence 18 March 2023				
Follow Up	To commence 26 March 2023				



Appendix A – Other matters

Head of Internal Audit Opinion

The Overview and Scrutiny Committee should note that the assurances given in our audit assignments are included within our Annual Assurance report. The Committee should note that any negative assurance opinions will need to be noted in the annual report and may result in a qualified or negative annual opinion.

Changes to the audit plan

There have been no changes to the audit plan.

Information and briefings

Since the last Audit and Standards Committee, we have issued our:

- Quarterly Emergency Services client briefings – May and August 2023
- Emerging Risk Radar

Quality assurance and continual improvement

To ensure that RSM remains compliant with the IIA standards and the financial services recommendations for Internal Audit we have a dedicated internal Quality Assurance Team who undertake a programme of reviews to ensure the quality of our audit assignments. This is applicable to all Heads of Internal Audit, where a sample of their clients will be reviewed. Any findings from these reviews being used to inform the training needs of our audit teams.

The Quality Assurance Team is made up of; the Head of the Quality Assurance Department (FCA qualified) and an Associate Director (FCCA qualified), with support from other team members across the department.

This is in addition to any feedback we receive from our post assignment surveys, client feedback, appraisal processes and training needs assessments.



Appendix B – Executive summaries and action plans (High and Medium only) from finalised reports

EXECUTIVE SUMMARY – SYSTEM OWNERSHIP

Why we completed this audit

We have undertaken a review of Systems Ownership as part of the approved 2022/23 Internal Audit Plan to allow the Authority to take assurance over the design and robustness of processes in place to support staff competence and proficiency in key systems. The objective of the review was to consider user competence and proficiency in respect of twelve key systems (CADCORP, CFRMIS, Dream, Gartan Availability, Gartan Roster, Gazetteer, IRS, Miquet, RAM, ResourceLink, Tensor, TRaCS) to ensure that the Authority is achieving the value and benefits of these systems.

A Service Desk is in place for which the services are outlined in the Information and Communications Technology (ICT) Services Catalogue. In the catalogue the Incidents Matrix is outlined which details the priority wise tickets and Service Level Agreement (SLA) for each type. It further outlines the services provided by the ICT team including the Service Desk and defines the performance measures and timescales in which users can expect services to be delivered.

As part of the review, we conducted a survey to ascertain staff members perceived competence in ICT digitalised systems as well as staff perceptions on barriers to using key systems, sufficiency of training in place and their awareness of digital champions. A summary of the results from the 56 respondents that participated in the survey has been presented in Appendix A of this report.

Conclusion

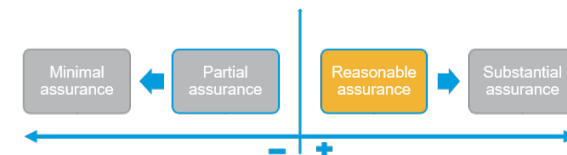
Our review provides reasonable assurance over the ownership of key systems. The review highlighted a robust Service Desk facility in place which manages incident management as well as the escalation of issues. We found through review that there is a power application in place which ensures the ownership is identified and formally accepted by system owners.

We further found that performance metrics were clearly defined and tracked in monthly meetings. However, areas for improvement were identified including the training and assesment of skills and that key systems procedural documents needed further attention.

Internal audit opinion:

Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk(s).



Key findings

We identified the following weaknesses resulting in the agreement of three medium priority management actions. We also agreed a further two low priority management actions, details of which can be found in section 2 of this report.



Procedure and Guidance Documents

We sought to obtain system procedures and found that only three (Dream, tensor and TRaCS) out of the 12 key systems utilised had procedures available. The remaining nine systems did not have supporting policies or procedures. We conducted a systems user survey to obtain feedback on the current systems used by staff. We found through review of the results that 19 out of 56 users (34 per cent) who responded stated 'Strongly Disagree' and 'Disagree' in regard to procedures and guidance being provided for the key systems they used. If there are no procedures and guidance documents in place there is a risk of inefficient usage of systems as well as incorrect data entry. **(Medium)**



Assessment of Skills

We were advised by the Head of ICT and OHU that there had been no formal or informal assessments of staff skills with regard to the use of key systems. Review of the survey questionnaire results showed that 33 percent of the population did not agree to being competent in using the systems. One of the users who answered agreed to the question of being competent in using the key system noted 'Competent but mostly through trial and error and self-teaching'. If there is no formal risk assessment in place there is a risk of training needs not being identified at the right level. **(Medium)**



Training

We obtained the online training available for four of the systems, Dream, IRS, Miquet and TRaCS and found that online modules were maintained for training. For the remaining systems including the CADCORP, CFRMIS and Gartan we were advised that training was provided within the team. We obtained the dates of face-to-face training provided by the Application Support Officer in 2022 and found that training had been conducted 22 times, however no details on the training content was provided. If sufficient training is not provided to users there is a risk of errors and ineffective use of the system. **(Medium)**

We noted the following controls to be adequately designed and operating effectively:



Escalation and Incident Management

We found that the Authority has a Service Desk in place which is used for all incident management. The Service Desk is the main point of contact for the escalation of systems issues (tickets) for rectification. It can be reached through a helpline as well as an email which is shared with all users. We obtained the ICT Services Catalogue which outlines the services that the ICT Shared Service provides to Cambridgeshire and Peterborough Fire Authority including incident management, provisioning, and maintenance.

We confirmed there is an Incidents Matrix within the Catalogue which details the priority of tickets and the SLA for each type. It further outlines the services provided by the ICT team including the Service Desk and defines the performance measures and timescales in which users can expect services to be delivered.



Power Application and System Ownership

The Authority has a Power Application in place which is used to track all key applications. When a new system is identified for implementation consideration is given to whether the system is a critical requirement or not. A key application is defined as any application essential to operations or business.

We reviewed the Power Application and found that all key systems including CADCORP, CFRMIS, Dream, Gartan Availability, Gartan Roster, Gazetteer, IRS, Miquet, RAM, ResourceLink, Tensor, TRaCS were tracked in the Power Application, and each application had a system owner assigned. System ownership is approved within each of the systems by the owners appointed to ensure ownership is formally accepted. We were advised by the Head of ICT and OHU that champions were not identified in the Authority as the Service Desk was utilised as the main point of contact for all concerns highlighted. It was considered by the Head of ICT and OHU, that further the use of champions would not be operationally sound for the Authority due to its small field units. We have not raised an action in this regard.



KPI and Performance Management

An ICT Services Catalogue is in place which outlines the services that the ICT Shared Service provides to Cambridgeshire and Peterborough Fire Authority including incident management, provisioning, and maintenance and includes the SLA for responding to issues raised.

We obtained the monthly reporting for ICT for August, September, and October 2022. The KPI reports that it included the number of incidents raised and closed, incidents ageing, resolution, and management. Further a service request breakdown was also a part of the KPI report in place.

We found through review that ITSM was used as a tracking tool for all service desk queries. We found that staff had access to the service desk tickets and once the ticket was raised it would be assigned to an Application Support Officer who would complete the actions required and close the ticket within system. Survey results showed that 78 per cent of the users were aware of how to seek support in case of any system queries/ errors with responses including 'A good support network' is in place.



Data Accuracy

A deep dive in three key systems showed that system administrators are in place for key systems who are part of the application group. We reviewed CFRMIS (data for risk related work), Miquet (asset management) and Tensor (door control access) for verification of data accuracies and found that in addition to system administrators, data administrators are also allocated to some systems which are part of the operational team and work closely with the application group. Review confirmed that reports are produced and scrutinised to ensure data accuracy and data anomalies are identified and rectified as part of the data validation process prior to inclusion on the dashboard created for reporting purposes.

DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Procedure and Guidance Documents		Assessment:		
Control	Procedures and guidance documents are available for key systems and accessible for departments which use the system.	Design	x	
		Compliance	N/A	
Findings / Implications	Review of key systems procedures were only available for systems shared by the system providers. There are no specific procedures in place. We therefore sought to obtain the procedures and found that only three (Dream, tensor and TRaCS) out of 12 key systems had procedures available for them. We conducted a survey of 56 users of the 12 systems and sought to obtain feedback on the current systems used. We found that 19 users (34 per cent) had responded 'Strongly Disagree' and 'Disagree' to the question of procedures and guidance being provided for the systems that they used. One comment noted 'CFRMIS / TRaCS have had some documents sent a while back, but even those are limited. Most of the learning of these systems is done by trial and error or asking other users'. If sufficient guidance and procedure documents are not available there is a risk of error in application usage which may impact upon effective working and service response. We found through review that the guidance notes for three out of 12 systems were available for users at the respective locations. We confirmed that TRaCS guidance was available in the system itself and for Dream and Tensor the guidance notes were available on SharePoint.			
Management Action 1	The Service will ensure where appropriate sufficient procedures and documents are available for key systems in place. This could include Frequently Asked Questions for similar issues raised with the Service Desk.	Name/Title Application Support Group Manager	Date Ongoing	Priority Medium
Response – The Service is not resourced to develop and maintain user guides for third party systems. We rely wholly on the provision of documentation from suppliers. Where this is not available and additional assistance is required by staff, then the Application Support Group (ASG) will provide training on request. Where a trend for assistance can be identified, a FAQ document will be produced by ASG. However, not all systems will require this. This will become a business-as-usual activity, with documents generated as required, and therefore we cannot commit to an implementation date.				

Skills Assessment		Assessment:		
Control	No assessments had been conducted to ascertain the level of staff skills for key systems.	Design	×	
		Compliance	N/A	
Findings / Implications	We were advised by the Head of ICT and OHU that there had been no formal or informal assessments of staff skills with regard to key systems.			
	Review of the survey questionnaire showed that 33 percent of the population did not agree to being competent in using the systems. One of the users agreeing to the question of being competent in using the key system noted ‘Competent but mostly through trial and error and self-teaching’.			
	If there is no assessment in place there is a risk of training needs not being identified in a timely manner and further errors and delays in key systems usage.			
Management Action 3	The Authority will ensure that where a training need is identified or a member of staff requests training, this will be provided through the appropriate means.	Name/Title Head of ICT and OHU	Date Ongoing	Priority Medium
Response – The ASG is not resourced to provide a full-time training and assessment function. The ASG role is far broader than just training provision. Where staff members or their line manager identifies a training gap, training can easily be requested from ASG to assist in closing the identified gap. The Service also relies on super users / experienced members of staff throughout the Service to assist users when learning systems. Unfortunately, many systems are used by dedicated members of staff on a Watch rather than all staff members, which will obviously result in a reduction of confidence in system usage by those that don’t use the systems on a regular basis. Individuals and their line managers have a responsibility to request training if they don’t feel adequately trained, and the ASG will always look to meet these training requests.				

Training		Assessment:		
Control	Online training for four systems is available on a learning platform. Face to face training is provided on an ad-hoc basis for operational staff.	Design		×
	However, no training record is maintained to demonstrate completion.	Compliance		N/A
Findings / Implications	We obtained the online training content available for the four systems, Dream, IRS, Miquet and TRaCS and found that online modules were maintained for training of these systems.			
	We were advised that no training records are maintained to ensure sufficient training has been provided and documented. This is further supported by the survey results where 38 per cent of the population disagreed to sufficient training being provided on key systems in order for them to perform their roles. In one instance a survey response informed us that 'Most of the systems we were told just have a go you'll get the hang of it'. Another user had stated 'Training has been by trial and error or asking other users. I can get by doing what I need to, but training on systems doesn't exist from what I have experienced personally.'			
	If sufficient training is not provided to users there is a risk of errors and ineffective use of the system.			
Management Action 4	Training records will be maintained based on the assessments performed and will ensure that training is conducted on a regular basis to fill the assessed gap.	Name/Title	Date	Priority
		Application Support Group Manager	Immediate	Medium
Response – Training will always be provided on request where an individual or manager identifies a training gap. This will continue to be the case. Additionally, where a new system is introduced, additional training for all staff will be provided as part of the system implementation. We agree that records for training undertaken by ASG are currently lacking, and the Application Support Group Manager will implement a more robust process for tracking training undertaken by ASG. This will take immediate effect, although the process and location that training records are kept may change.				

EXECUTIVE SUMMARY - ESTATES UTILISATION

Background

We have undertaken a review of Cambridgeshire Fire and Rescue Service's (CFRS) Estates Utilisation as part of the approved 2023/24 Internal Audit Plan. In this audit we reviewed the controls in place that monitor the use of estate to ensure CFRS is getting value for money and investing in the most appropriate areas. The organisation has an Estates Strategy which has been reviewed, is in date and aligns with the vision of the organisation. The strategy has a property service structure chart showing the reporting lines, but it does not include roles and responsibilities of the officers within the property service and does not detail responsibility with regards to the management of estate utilisation.

There are 26 fire stations within the CFRS estate including on call fire stations, and whole-time fire stations. The organisation has data on various usage elements of the 26 locations including call centre data and room booking, but a central record regarding the whole utilisation of the estate is not maintained. As no data is collated regarding the utilisation of the stations, relevant information is not presented through the governance structure including the Authority. We reviewed the current structure and found that it does not clearly state who is responsible for monitoring the utilisation of the estate.

At the time of the audit as no analysis had been undertaken on the data collected by CFRS with regards to aspects of estates utilisation, analysis was undertaken on the call log data as part of the audit. We were provided data on the number of calls received by each of the stations in the last 12 months and what the total budget for the stations was. This data was used to calculate the cost of calls per station. We identified some stations that were costing in excess of £3,000 and some that were costing as low as £613 per call. Whilst the location and nature of the station can vary based on requirement, this data along with other utilisation information could be used by the service to make decisions for budget savings or prioritising the capital programme. This analysis is included in Appendix A of this report.

Conclusion

Overall, we found that the organisation could not demonstrate that there is a clear process in place to capture the utilisation data for their estates. The Estates Strategy details the roles and responsibilities of the property service but does not state the roles and responsibilities for monitoring estates utilisation. A number of figures that could be used to help determine utilisation are collated, for example the number of calls received by the stations, total budgets for each of the stations, and the capital spend that has been used and which has been planned for this financial year, however the data is not currently considered alongside other relevant analysis to understand the utilisation of the stations.

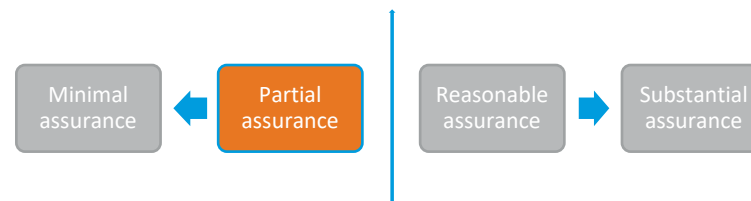
While the service has tried to diversify with regards to utilisation by introducing the remote working space programme, we noted that there is currently limited liaising with the wider community to try and increase utilisation of stations where appropriate. This could in part be due to a lack of awareness around actual utilisation due to the lack of analysis.

Without data and analysis regarding utilisation it is challenging to form a well-supported argument for disposing of under-utilised stations. We noted no decisions had been made recently regarding disposals (although wider community factors can play into these decisions). We have identified a number of areas where the organisation could seek further analysis considering factors like location, necessity of the fire station within that location, which will demonstrate transparency in the processes if savings need to be identified within the service.

Internal audit opinion:

Taking account of the issues identified, the Authority can take partial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied or effective.

Action is needed to strengthen the control framework to manage the identified risks.



Key findings

We identified the following weaknesses, resulting in the agreement of one high, three medium, and one low priority management actions which have been listed in Section 2



Roles and Responsibilities:

Though a structure is present for the property service department, we confirmed that it does not give any details with regards to roles and responsibilities. We were informed by the organisation that none of the team members are currently responsible for managing the utilisation of the estates. If the roles and responsibilities along with expectations with regards to the management of the utilisation of the estates have not been clearly defined, there is a risk that these tasks are not carried out by relevant staff members resulting in a lack of collation and awareness of performance. **(Medium)**



Cost base for estates:

We confirmed that budgets for each of the fire stations are collated and separately monitored, however the organisation does not have utilisation data that is compiled, analysed and reviewed regularly for each of the stations. Some simple utilisation analysis was carried out as part of this audit and include in appendix A. If analysis of the utilisation is not carried out, the organisation may not be able to spot potential areas where efficient savings could be made, as well as where investments should be focused, which could result in underperformance and financial damage to the authority. **(Medium)**



Identification of Utilisation:

We were informed prior to the audit that the organisation does not actively engage in identifying ways to utilise the locations in order to maximise their potential usage. If the assets are not used efficiently, the organisation will face high financial value for less than potential reward. **(High)**



Liaising with Wider Community:

We noted that the organisation has a fire break course that is run for school children. This course is aimed to promote a culture of safety and teamwork and citizenship. There are no other wider community initiatives that were currently being rolled out to maximise the utilisation of the buildings. This could result in the service not maximising its potential, which could lead to risk of a loss of potential earnings, however the business case and costings would need to be clearly identified to enhance any offering to ensure this is the right decision for the Service.
(Medium)



Decisions for under utilised assets:

We confirmed through the review of the Chief Fire Officers report that this proposed some budget savings including possible redundancies and station closure. We were not given access to the parameters that were used to determine the stations identified for closure and therefore cannot comment on whether utilisation was considered, however as identified in previous testing, station utilisation did not appear to be effectively monitored and therefore it is likely this was not taken into account in its full capacity when these proposals were drawn up. As closure of fire stations can impact the wider community, it is even more important that there are strong financials and utilisation figures to support any proposed closure, showing how the resources could be better spent.

We confirmed through the review of the Fire Authority meeting minutes in November 2022 that they had requested more information on the budget saving proposals, which would be reviewed at the Overview and Scrutiny Committee. This had not taken place at the time of the audit and therefore no disposal decisions had been made.



Reporting on Estates Utilisation:

We were informed by the Property Service Manager that they report property related items to the Property and Asset Board. However, they do not report on the utilisation of various locations within the estate as that falls outside the remit of their work.

We reviewed meeting minutes for the Property Asset Board and confirmed that the utilisation data is not reported to the Board. The issues reported are more focussed towards upkeep and issues arising at the various locations and what has been done to overcome the issues.

We noted the following controls to be adequately designed and operating effectively:



Estates Strategy:

We reviewed the strategy which had been reviewed in line with the five-year plan and found this to be in date. The next review of the strategy will be when the plan is reviewed. We also reviewed the Estate Strategy in conjunction with the vision statement of the organisation and can confirm that the strategy is aligned to the organisation's vision.



Locations across the estate:

We confirmed that a record of locations is held, which lists the stations identifying if they are full time fire stations, on-call fire stations or the Headquarters. The service also has the information about the fire stations along with the map on their website.

2. DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Area: Roles and Responsibilities				
Control	<p>All locations within the organisation are centrally managed. The property service is clear about the roles of its staff from Director level to the operational level, with a structure chart of the Property Team being maintained. We noted that there are four engineers who are managed by the Property Maintenance Manager. They carry out the day-to-day maintenance calls from the estates.</p> <p>The strategic overview of the service is under the Property and Estates Manager while the Deputy Chief Officer deals with more Estate wide matters. In addition, the Property Asset Board has oversight of the property area.</p> <p>Consideration of utilisation is currently not part of the role of the Property Team.</p>	Assessment:		
		Design	x	
		Compliance	N/A	
Findings / Implications	<p>Though a structure is present, we confirmed through the review of the Estates Strategy that it does not give any information of roles and responsibilities for the property service, and this is not included in another document. If the roles are not clear, there is a risk that staff members are not aware of, or understand, their and other roles and responsibilities, leading to reduced productivity.</p> <p>We were informed by the organisation that none of the team members are responsible for checking the utilisation of the estates. The team actively ensures that the costs of utilities is kept to a minimum and find efficiencies where they can. Without utilisation data being collated, analysed and reviewed the organisation will not know the extent to which each location is being used, which could lead to inappropriate investment and financial damage, particularly where costly locations are being maintained where they are no longer sustainable.</p>			
Management Action 1	The organisation will ensure that the Estates Strategy, or linked document, clearly states the roles and responsibilities of the officers, particularly in respect of utilisation of the estates.	Responsible Owner: Deputy Chief Executive	Date: 31/03/2024	Priority: Medium

Area: Cost base for the Estates

Control	The organisation captures data for each of their stations for some aspects including room bookings, desk booking, site users etc, but none of the data is collated to check the utilisation of the various locations within the estate.	Assessment: Design ×
		Compliance N/A
Findings / Implications	<p>The organisation maintains a single record which captures all locations across the estates identifying each location as a wholetime fire station or an on-call fire station, however there is no utilisation data that is captured for any of the fire stations or target utilisation rates identified (locally or centrally). The organisation will not know if the locations are being utilised to their maximum if targets for utilisation for each location is not captured.</p> <p>We obtained the incidents report for each of the locations for the past 12 months and the total budgets for each location for 2023-24 and sought to analyse this to provide one utilisation metric. We calculated the average cost incurred per call for each of the stations, as well as the cost of call per staff cost, and cost of call per remainder of the budget including utilities, maintenance etc. We confirmed through the analysis of the budgets that most of the cost is staff related.</p> <p>The analysis highlighted that calls cost vary significantly from station to station. The highest cost of a call out per total budget was £3,834.84 and lowest was £613.12. We confirmed through the analysis that out of the 26 stations, there were eight fire stations where the cost of a call per total budget exceeds £2000. The analysis also highlighted fire stations where each call cost was below £1000. Please see appendix A for the full analysis of all the stations (including information on current / planned capital spends).</p> <p>We were informed by CFRS, that they do not maintain any direct data for the analysis of utilisation of each of the properties within the estate as it falls outside the remit of the property service currently. If analysis of the utilisation is not carried out, the organisation would not be able to spot potential areas where efficient savings could be made, resulting in potential financial damage to the authority. Furthermore, if relevant utilisation data is not maintained in a central location, comparison of sites will not be able to be undertaken which could benefit the service in making informed cost cutting / investment decisions.</p>	
Management Action 3	<p>The organisation will identify the estates utilisation matrix to be used and ensure that they maintain utilisation data for all stations (costs and activities / usage) centrally. This will include target utilisation data to help aid in improvements and to allow action plans to be created.</p> <p>Actual and target utilisation data will be reviewed on a regular basis to identify those stations which are underutilised / underperforming.</p>	<p>Responsible Owner: Deputy Chief Executive</p> <p>Date: 31/03.2024</p> <p>Priority: High</p>

Area: Cost base for the Estates

Reporting of this information to an appropriate forum will be introduced to allow scrutiny and challenge regarding the efficient use of estates.

Management Action 4

The organisation will undertake a one-off exercise, to identify areas where potential savings could be achieved in the coming years as well as to prioritise capital works where necessary.

Responsible Owner: Deputy Chief Executive

Date: 31/03/2024

Priority:
Medium

Area: Identification of Utilisation

Control

The organisation do not currently identify, record or report on utilisation data for their stations. Data compiled is generally kept in isolation and not considered along other data sources to assess utilisation.

Assessment:

Design

×

Compliance

N/A

Findings / Implications

We were informed that the organisation does not compile and analyse relevant utilisation data for its sites and therefore it is not possible to identify underutilisation or prohibitively costly sites allowing for targeted investment / changes to ensure the organisation is obtaining value for money and maximising the return on its assets.

Management Action

Please see Management Action 3

Area: Liaising with Wider Community

Control

The organisation has set up a Committee Engagement Forum, which has been established to hear the communities' views on topics that will be discussed.

The organisation also has the Firebreak exercise, which is run for children, aimed to promote a culture of safety and teamwork and citizenship. No other engagement is undertaken to increase utilisation of the fire stations.

Assessment:

Design

×

Compliance

N/A

Area: Liaising with Wider Community

Findings / Implications There are currently limited processes for liaising with the wider community and partners in respect of effective utilisation of the estate, particularly for those locations where utilisation is poor. As such, there is limited opportunity to improve the utilisation of the estate, resulting in a negative financial impact.

Management Action 5	The organisation will explore how it increases liaison with the wider community and partners to increase utilisation of the estate (taking into account the costs, restrictions including health and safety, and security of equipment).	Responsible Owner: AC Head of Service Delivery	Date: 31/03/2024	Priority: Medium
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Area: Decisions for Under utilised Assets

Control	Site reviews are undertaken on a rolling basis, and a paper was taken to the Fire Authority regarding closing stations in November 2022, however, the Fire Authority are apprehensive of these decision given the wider implications across the community. Without the approval of the Fire Authority (Board made of elected Councillors), no actions can be taken as regards the closure of fire stations.	Assessment:	
		Design	x
		Compliance	N/A

Findings / Implications

We were informed that the organisation does not review utilisation of the assets in any detail.

We confirmed through review of the Chief Fire Officers report that this proposed some budget savings including possible redundancies and station closure. We were not given access to the parameters that were used to determine the stations identified for closure and therefore cannot comment on whether utilisation was considered, however as identified in previous testing, station utilisation did not appear to be effectively monitored and therefore it is likely this was not taken into account in it's full capacity when these proposals were drawn up. As closure of fire stations is a contentious issue, it is even more important that there are strong financials and utilisation figures to support any proposed closure, showing how the resources could be better spent or to evidence decision making.

We confirmed through review of the Fire Authority meeting minutes in November 2022 that they had requested more information on the budget saving proposals, which would be reviewed at the Overview and Scrutiny Committee. This had not taken place at the time of the audit and therefore no disposal decisions had been made.

Management Action	Please see Management Action 3
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Area: Reporting of Estate Utilisation

Control	<p>The Property Asset Group receive quarterly updates on property, however they do not receive any reports regarding utilisation as this information is not currently compiled.</p> <p>Any governance action needs to be taken to the Fire Authority for agreement.</p>	<p>Assessment:</p> <p>Design ×</p> <p>Compliance N/A</p>
Findings / Implications	<p>We were informed by the property service that they report property related items to the Property and Asset Board. However, they do not report the utilisation of various locations within the estate as that falls outside the remit of their work.</p> <p>We reviewed meeting minutes for the Property Asset Board and confirmed that the utilisation data is not reported to the Board. The issues are more focussed on the upkeep and issues arising at the various locations and what has been done to overcome the issues.</p> <p>We were provided with the Business Continuity report that was presented by the Chief Fire Officer to the Fire Authority in November 2022. The report stressed the need for further savings to be identified within the service considering budget constraints faced by the authority. As per the report, to maintain a balanced budget, the authority potentially needed a saving of £1.1m by April 2023. The report also gives a summary of savings made from 2011 to date. As part of the savings identified, a proposal was put forward for four on-call stations to be closed and a few posts lost as a result. The Fire Authority however needed additional information for these savings.</p> <p>If utilisation is not collated and reported to relevant forums (including those with decision making powers), then it will not be subject to appropriate discussion and scrutiny and these forums will not be fully informed with it comes to making relevant decisions.</p>	
Management Action	Please see Management Action 3	

APPENDIX A: DATA ANALYTICS

The following is a summary of findings from our analytical work which we have discussed with management and management will take forward as part of the consideration of Utilisation data, analysis and reporting.

Sample	Station	Total budget £	Call outs last 12 months	Cost per call out £		Salary cost £	Cost per call (staff salaries) £		Other costs £	Cost per call as per other elements e.g., utilities £	Budget book Capital Spend £	Year	Reasons for the capital spend
1	Manea	141,889.00	37	3834.84		121770.00	3291.08		20,119.00	543.75	60,000.00	2023/24	Station Modernisation
2	Thornley	151,363.00	39	3881.10		133480.00	3422.56		17,883.00	458.53	30,000.00	2023/24	Station Modernisation
3	Kimbolton	123,732.00	52	2379.46		107220.00	2061.92		16,512.00	317.53	50,000.00	2021/22	Station modernisation
4	Sawtry	108,785.00	74	1470.06		94880.00	1282.16		13,905.00	187.90			
5	Yaxley	174,022.00	78	2231.05		143790.00	1843.46		30,232.00	387.58			
6	Linton	152,549.00	83	1837.93		134460.00	1620.00		18,089.00	217.93	60,000.00	2023/24	Station Modernisation
7	Burwell	141,799.00	88	1611.37		111860.00	1271.13		29,939.00	340.21			

Sample	Station	Total budget £	Call outs last 12 months	Cost per call out £		Salary cost £	Cost per call (staff salaries) £		Other costs £	Cost per call as per other elements e.g.. utilities £	Budget book Capital Spend £	Year	Reasons for the capital spend
8	Gamlingay	141,951.00	112	1267.41		128020.00	1143.03		13,931.00	124.38	100000 + 70,000.00	2020/21 and 2021/22	Station refurbishment and modernisation
9	Sutton	108,693.00	115	945.15		94780.00	824.17		13,913.00	120.98			
10	Cambourne	94,372.00	126	748.98		52360.00	415.55		42,012.00	333.42	40,000.00	2021/22	Provision of on-call facilities
11	Littleport	131,648.00	128	1028.50		118150.00	923.04		13,498.00	105.45			
12	Cottenham	167,196.00	137	1220.40		153890.00	1123.28		13,306.00	97.12			
13	Whittlesey	126,970.00	148	857.90		108650.00	734.12		18,320.00	123.78			
14	Soham	121,153.00	151	802.33		102380.00	678.01		18,773.00	124.32			
15	Chatteris	233,843.00	170	1375.54		207590.00	1221.11		26,253.00	154.42			
16	Ramsey	153,704.00	179	858.68		130030.00	726.42		23,674.00	132.25	70,000.00	2023/24	Station Modernisation

Sample	Station	Total budget £	Call outs last 12 months	Cost per call out £		Salary cost £	Cost per call (staff salaries) £		Other costs £	Cost per call as per other elements e.g.. utilities £	Budget book Capital Spend £	Year	Reasons for the capital spend
17	Sawston	159,299.00	203	784.72		144270.00	710.68		15,029.00	74.03	50,000.00	2021/22	Station Modernisation
18	St Ives	127,528.00	208	613.11		80190.00	385.52		47,338.00	227.58			
19	Ely	573,081.00	246	2329.59		531929.00	2162.31		41,152.00	167.28	200000 + 300,000.00	2020/21 and 2022/23	Station refurbishment and upgrade
20	St Neots	675,929.00	292	2314.82		626646.00	2146.04		49,283.00	168.77	150000 and 250,000	2020/21 and 2021/22	Station refurbishment and modernisation/ upgrade
21	March	297,672.00	368	808.89		265670.00	721.92		32,002.00	86.96	50,000.00	2023/24	Station Modernisation
22	Wisbech	977,293.00	509	1920.02		867203.00	1703.73		110,090.00	216.28			
23	Huntingdon	1,682,003.00	658	2556.23		1,606,950.00	2442.17		75,053.00	114.06	5,952,000.00	2021/22	New Training Centre and Huntingdon Fire Station
24	Stanground	1,738,825.00	844	2060.21		1,679,080.00	1989.43		59,745.00	70.78	200,000.00 + 350,000	2021/22 and 2023/24	Station refurbishment and upgrade

Sample	Station	Total budget £	Call outs last 12 months	Cost per call out £		Salary cost £	Cost per call (staff salaries) £		Other costs £	Cost per call as per other elements e.g.. utilities £	Budget book Capital Spend £	Year	Reasons for the capital spend
25	Dogsthorpe	1,810,971.00	1805	1003.30		1680840.00	931.21		130,131.00	72.09			
26	Cambridge	3,623,556.00	2053	1765.00		3318710.00	1616.51		304,846.00	148.48	20,000.00	2023/24	Appliance bay floor

EXECUTIVE SUMMARY – MEDIUM TERM FINANCIAL PLANNING

Why we completed this audit

We have undertaken a review of Medium-Term Financial Planning as part of our annual internal audit plan for 2023/24. The objective of this review was to provide assurance over the planning framework in place to develop the Medium-Term Financial Plan (MTFP). This included a review of the documented Finance Regulations in place relating to the financial planning process including the MTFP, its review, and its assumptions, the extent of scenario planning or sensitivity analysis undertaken in producing the plan and the level of oversight by Senior Officers and governance forums with respect to the MTFP, including its assumptions, and its ongoing delivery.

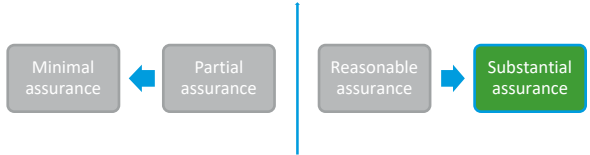
The Financial Controller typically commences putting together the annual budget and MTFP toward the end of September each year. The process involved compiling a fresh workbook and populating with historical data, and meeting budget holders face to face, over Teams, or via email to discuss their respective areas. In 2023/24, the organisation took a zero-based budgeting approach. Once an initial draft has been produced, it is reviewed in conjunction with the Section 151 Officer, with a secondary review in December once most of the required information from external parties has been received. Final approval of the budget and MTFP takes place through the Fire Authority meeting in February each year.

Conclusion

We confirmed that the organisation has a robust medium-term financial plan in place that has been developed through appropriate collaboration with stakeholders, and has been formally approved through the Fire Authority and Policy and Resources Committee. A sensitivity analysis is completed as part of the planning process. This is generally robust, although we have highlighted a low priority area where the process could be improved. There was adequate evidence of ongoing challenge and scrutiny of delivery of financial plans through both the Fire Authority and the Policy and Resources Committee. We have identified additional low priority findings relating to formal review of Financial Regulations and terms of reference, and the maintenance of audit trails in relation to identified savings. We also identified six low priority findings to improve the control framework.

Internal audit opinion:

Taking account of the issues identified, the Authority can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.



Key findings

We noted the following controls to be adequately designed and operating effectively:



Policies and Procedures

While we have noted a low priority finding that the Authority's Financial Regulations require evidence of formal review, we did confirm through review of the document, that it contained adequate detail with respect to long-term financial planning, with a requirement to establish a minimum three-year financial plan linked to the organisation's strategic objectives.



Development and Approval of Medium-Term Financial Plan

We obtained the Budget Book 2023/24 report as presented to the Fire Authority in February 2023. Through review of the document, we confirmed it included an appropriate medium-term financial plan spanning the period 2023/24 to 2026/27, in line with the requirements of the Financial Regulations. We confirmed through inspection of the Fire Authority minutes of February 2023 that the Authority had formally approved the medium-term plan as part of the Budget Book.

We additionally sought to confirm through inspection of supporting evidence that there had been an adequate level of budget holder involvement in the development of the budget and MTFP. Through inspection of commentary incorporated in the supporting Excel worksheets, email communications between the Finance Manager, and diarised budget holder meetings, we confirmed that budget holders had been appropriately involved in the development of the budget and MTFP. We noted the initial review by the Section 151 Officer prior to review by the Authority takes place as an informal meeting with the Finance Manager. We confirmed this meeting was diarised in the Finance Manager's calendar. In addition, we agreed a sample of five larger budget lines as reported in the Budget Book 2023/24 back to the working spreadsheet, without exception.



Sensitivity Analysis

While we have noted a low priority finding relating to an area where sensitivity analysis could be improved, we did confirm through inspection that a budget sensitivity spreadsheet had been maintained and completed by the Finance Manager. The document analysed sensitivity to different inflation rate, Council Tax increase, and pay cost assumptions.



Governance

Through review of Fire Authority Meeting papers for November 2022, and February and June 2023, we confirmed there was an adequate level of financial reporting, and of challenge and scrutiny of the reported information. Through review of Policy and Resources Committee Meeting papers for December 2022 and January 2023, we confirmed there was an adequate level of financial reporting, and of challenge and scrutiny of the reported information.

We identified six low priority findings which are included in the detailed findings section below.



For more information contact

Suzanne Rowlett

Suzanne.Rowlett@rsmuk.com

07720508148

rsmuk.com

The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of Cambridgeshire Fire Authority, and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM UK Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.

OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME

MEETINGS 2023/24

Date	Meeting Time	Venue
2023		
Wednesday 4 October	1400 hours	New Shire Hall
2024		
Monday 15 January	1400 hours	SHQ
Monday 22 April	1400 hours	SHQ

WORK PROGRAMME 2023/24

Wednesday 4 October 2023			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 20 April 2023		19 July 2023 meeting cancelled
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Head of Service Transformation	
	Cyber Security Update Report	Head of ICT and OHU	Annual. Deferred from April and July meetings
	Fire Authority Programme Management – Monitoring Report	Deputy Chief Executive Officer	
	Annual Review - CPFA Compliance with Local Government Transparency Code 2015	Head of Media, Communication and Transparency	
	<u>Audit</u> Annual Internal Audit Report 2022/23	RSM	
	Internal Audit Progress Report	RSM	
	CPFA Emergency Services - Benchmarking of Internal Audit Findings 2022/23	RSM	

	<u>Scrutiny</u> Draft Annual Governance Statement 2022/23	Deputy Chief Executive Officer	Annual before presentation to Fire Authority
	Report on use of Lithium-ion Batteries and Response by CFRS	Area Commander Swales	
	Work Programme 2023/24	Chair	
Monday 15 January 2024			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 4 October 2023		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Head of Service Transformation	
	<u>Audit</u> Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Staffing Task and Finish Group	TBC	Added as per Action Log to include employee retention
	Work Programme 2023/24	Chair	
Monday 22 April 2024			
Time	Agenda Item	Member/Officer	
	Minutes of Overview and Scrutiny Committee Meeting 15 January 2024		
	Action Log		
	<u>Overview</u> IRMP Performance Measures	ACFO/Head of Service Transformation	
	Fire Authority Programme Management – Monitoring Report	Deputy Chief Executive Officer	
	<u>Audit</u> Annual Internal Audit Report 2023/24	RSM	
	Internal Audit Plan 2024/25	RSM	
	Internal Audit Progress Report	RSM	
	<u>Scrutiny</u> Workplace Culture Update	TBC	Added as per Action Log
	Work Programme 2024/25	Chair	