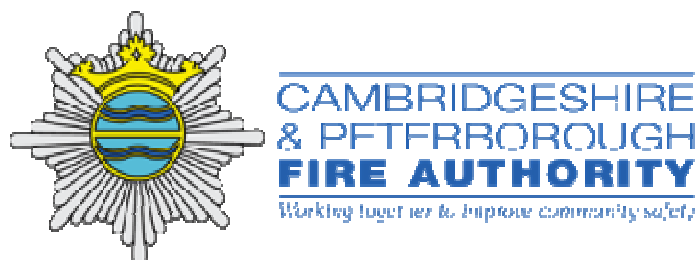


FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 08 December 2016

14:00hr

Room 128

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccc-dec-of-interests>
2. **Minutes of the Policy and Resources Committee 22nd September 2016** **5 - 16**
3. **Minutes of the Overview and Scrutiny Committee 19th October 2016** **17 - 22**
- DECISIONS**
4. **Draft Medium Term Financial Strategy 2017 to 2020** **23 - 40**
5. **Probation Policy** **41 - 50**
6. **Equality and Inclusion Compliance Report 2015-16** **51 - 86**

INFORMATION AND MONITORING

7.	Revenue and Capital Budget Monitoring Report Budget 2015-16	87 - 92
8.	Mediation Process - Statement of Best Practice	93 - 102
9.	Update on Fire and Rescue Indemnity Company - Risk Mutual	103 - 106
10.	Policy and Resources Work Programme and Meetings 2016-17	107 - 110

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

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

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

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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

Clerk Email: rob.sanderson@cambridgeshire.gov.uk

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

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

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

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

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

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

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

Date: 22 September 2016

Time: 2.00pm – 3.30pm

Place: Room 128 Shire Hall, Cambridge

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

Officers: C Strickland – Chief Fire Officer, L Clampin – BDO External Auditor (present during the discussions recorded at Minutes 72 to 75 inclusive), R Greenhill – Democratic Services Officer and M Warren - Deputy Chief Executive

Apologies: Shahin Ismail – Monitoring Officer

72. DECLARATIONS OF INTEREST

There were no declarations of interest.

73. MINUTES OF THE POLICY AND RESOURCES COMMITTEE MEETING ON 21 JULY 2016

With reference to Minute 70 'Huntingdon Hub Property Rationalisation – Progress Update' Councillor Shellens highlighted that there had been discussion on the opportunity cost of a piece of land adjacent to land held by the Fire Authority that was designated for housing. This was not currently included in the minute and he suggested that reference to the discussion should be added.

It was resolved:

With the addition referred to above, to agree the Minutes of the meeting held on 21st July 2016 as a correct record.

74. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETING ON 11 AUGUST 2016

The minutes of the Overview and Scrutiny Committee meeting held on 11 August 2016 were noted.

75. ISA 260 – COMMUNICATION OF AUDIT MATTERS WITH THOSE CHARGED WITH GOVERNANCE

The Committee considered a report by the Deputy Chief Executive which sought the Committee's approval of the appointed auditors' ISA 260 report for 2015/16, the Statement of Accounts to which they related and the Annual Governance Statement. The ISA 260 report and statement for accounts had been received late due to the on-going audit, but had been accepted by the Chairwoman due to the need for account approval by 30 September 2016. With the Chairwoman's approval the external auditor tabled an updated version of Appendix 2 to the audit report setting out unadjusted audit differences.

The External Auditor presented the audit report to the Policy and Resources Committee as the holder of delegated authority in relation to Fire Authority accounts. The audit had been completed as advised in the audit plan and, subject to the successful resolution of the issues set out in the outstanding matters section of the report, the external auditors anticipated issuing an unqualified opinion on the financial statements for the year ended 31 March 2016. There were no matters to report in relation to the annual governance statement and the auditors were satisfied that the Fire Authority had adequate arrangements in place to secure economy, efficiency and effectiveness in its use of resources and so anticipated issuing an unqualified value for money conclusion for the period.

Key audit and accounting matters identified during the course of the audit were:

- Corrections made by management in the draft financial statements regarding the cost to the Fire Authority of the modified pension scheme which had increased the deficit for the year by £948k;
- One unadjusted audit difference of £53k related to depreciation charges;
- A number of presentational errors and immaterial disclosures in the draft accounts presented for audit.

The following points were made in discussion of the report and in response to questions from members:

- Unadjusted audit differences: A letter had been received from the Pension Fund earlier in the week indicating some differences in the figures in the accounts and those noted by the actuaries. BDO had looked at this and predicted a difference of £154k. BDO's view, with which Fire Authority management concurred, was that this was not a material difference;
- A balance sheet depreciation of £53k would have a rollover effect on next year's accounts;
- BDO did not anticipate any other significant differences to be identified at this stage;
- Summary of Audit Findings: Work on pensions had now been completed and the cash flow statement would be marked complete once all other work had been carried out. Work on the Whole of Government Accounts and the Narrative Report was in hand as part of the final work on the accounts. Work on all of the outstanding matters described on page 16 of the report was confirmed as in hand;
- Work on pension liability assumptions was confirmed as complete;
- The mechanism for signing off the accounts was noted, whereby the Deputy Chief Executive would sign off the accounts by the end of September for BDO to do a final check. The external auditor would then sign off the accounts. It was noted that the Policy and Resources Committee had delegated authority to approve the ISA 260 Report and that the Chairwoman and Deputy Chief Executive would sign off the audit. Councillor Sir Peter Brown would sign off the statement of accounts in his capacity as Chairman of the Fire Authority;
- In response to a question from the Committee the external auditor confirmed that the Committee would not be in default of the regulations if members approved the accounts at this meeting, subject to the final amendments detailed above;
- The external auditor offered her thanks to the Deputy Chief Executive and his team for their co-operation throughout the audit.

It was resolved, subject to the final adjustments described above, to:

1. approve the ISA 260 Report for 2015-16;

2. approve the Annual Governance Statement attached as Appendix 2 to the report;
3. Approve the draft Statement of Accounts for 2015-16.

76. GUIDANCE ON FOUR YEAR SETTLEMENTS

The Deputy Chief Executive presented a report containing a draft Efficiency Plan for comment and approval. He noted that the draft Revenue Support Grant (RSG) Settlement received on 20 December 2015 had offered the opportunity for all local authorities to accept a four year settlement, provided that an efficiency statement for the same period was submitted to and approved by the Treasury. The Home Office had issued a template to be completed and returned to officers in that department by 14 October 2016.

The following comments were offered during discussion of the draft Efficiency Plan:

- The 65% reduction in RSG between 2015/16 and 2019/20 should be broken down further;
- It was assumed that the RSG would evaporate by 2020;
- There had been some rounding of figures relating to the council tax Band D precept increase;
- It was hoped that the growth in council tax base yield would be above the 1% shown in the report;
- The bullet points on page 6 of the report relating to the Service Efficiency Programme should be expanded slightly to give more context and to describe those measures already being taken. Reference should also be made on this page to the collaborative working arrangements in place with the East of England Ambulance Service which had led to an ambulance being based at Cambridge Fire Station;
- Page 7 should be revised to include more information on the use of resources and to expand the narrative.

It was resolved:

To approve the draft Efficiency Plan, subject to the revisions detailed above. An amended text reflecting these comments and highlighting the changes made would be circulated to members.

(Action: The Deputy Chief Executive)

77. BUSINESS RATES RETENTION CONSULTATION

The Deputy Chief Executive presented a report containing a draft response to a consultation document issued by the Department for Communities and Local Government (DCLG) which proposed that, by the end of the current Parliament, local government would retain 100% of taxes raised locally. It further proposed that fire funding should be removed from the business rates scheme and be replaced with a specific fire grant that was equal to current levels of funding.

Some members expressed concern that separating fire funding from the business rates scheme would make it a discreet item of funding which might more easily be targeted in future cuts to grants. Whilst noting that the police service was funded by a specific police grant and that historically this had been protected from wider cuts to services members felt that it would be helpful to seek some reassurance that fire service funding would be ring-fenced, even if only for an initial few years.

It was resolved:

To approve the draft consultation response, subject to some minor re-wording regarding the wish for a period of ring-fencing for fire funding.

(Action: The Deputy Chief Executive to circulate a revised form of words)

78. HUNTINGDON PROPERTY RATIONALISATION

The Committee received a report by the Deputy Chief Executive which provided an update on the proposed Huntingdon property rationalisation and the opportunity for a joint review of the estate with the Police and Crime Commissioner (PCC) for Cambridgeshire. The report had been received after the papers for the meeting had been published, but had been accepted by the Chairwoman due to potential timing constraints relating to the St John's site.

The Deputy Chief Executive said that work was continuing to progress in relation to the St John's site, but that officers felt that the risk of losing the site would remain low in the short term if a contract was not signed by the end of September. A planning application was ready to be submitted if required, but had been paused in the light of discussions with the PCC. The PCC was reviewing the police estate in the Huntingdon area and that there was a clear appetite to establish a joint project group to address property issues within both services. It was hoped that the East of England Ambulance Service would also be represented on this group.

The following points arose in discussion:

- Members considered the composition for the proposed project group, including possible representation by town and district councils;
- The issue of safe access and egress from the A141 to the St John's site would require serious consideration if it was proposed to increase the number of services and individuals based on the site;
- The security implications of locating a number of emergency services on a single site would need to be addressed;
- The possible increase in cost of purchasing the St John's site if the procurement was delayed. The Deputy Chief Executive judged that any such increase would be more than offset by the increase in value of the existing headquarters site during the same period;
- The Chief Fire Officer highlighted the opportunity to explore a joined up approach to public sector estate management in Huntingdon. This would look not only at the St John's site, but at all options within the Huntingdon area;
- Members questioned whether the proposal to submit a report to the Fire Authority in February 2017 represented a realistic timetable in view of the significance and complexity of the issues involved. It was agreed that the Committee would review the position in at its next meeting in December to decide whether this timescale was viable;
- Some members questioned whether the Fire Authority should press ahead with plans for the St John's site on the proviso that these plans could be changed if work with the PCC should subsequently proceed. The Deputy Chief Executive said that it was important that a true collaboration take place with the PCC and that to proceed in isolation with some aspects of the project might suggest that the Fire Authority's position had already been decided. It would also be necessary to sign contracts to

purchase the land which would be costly to walk away from should plans subsequently change.

It was resolved:

1. To approve the creation of a joint review project focused on rationalising the fire and police estate within Huntingdon and to consider the opportunities to work with the East of England Ambulance Service.
2. To review the composition and work of the joint review project group at the Committee's next meeting in December 2016 and to decide next steps;
3. That the Fire Authority would be represented on the joint review project group by Councillors Sir Peter Brown, Lucy Nethsingha and Joshua Schuman, the Chief Fire Officer and the Deputy Chief Executive. Additional members might also be co-opted as needed. Cllr Sales confirmed that he was content with this representation.

79. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016-17

The Deputy Chief Executive presented a report which provided an update on revenue and capital spending as at 31 August 2016.

The budget for 2016/17 was approved by the Fire Authority in February 2016. The total budget was set at £28.453m with a total precept of £17.773m. Savings of £548k had been identified as part of the 2016/17 budget preparation process and these had been used to offset the loss of government grant. A budgetary control summary showing the main variations to the end of August 2016 was attached to the report as Appendix 1.

The following points were noted in discussion:

- There was currently a slight overspend on full-time firefighters. This reflected a number of new recruits having recently joined the service whilst it was at establishment in preparation for a projected drop below required numbers in the next 12-18 months due to retirements. This would be balanced by a number of off-setting savings including restructuring of the management team and reduction in the cost of fire allowances paid to officers working in excess of their contracted hours;
- An underspend on cleaning related to invoices from a new contractor. The Deputy Chief Executive confirmed that this delay was due to delayed invoicing by the contractor rather than late payment by the Fire Service;
- Savings on vehicle running expenses due to an efficient modern fleet. It was agreed that this should be flagged up in the budget report;
(Action: The Deputy Chief Executive)
- Expenditure on fire equipment included consumables such as fire hoses;
- Other supplies and services included expenditure such as the delivery of fire safety programmes and projects including asset management solutions.

It was resolved:

To note the position on revenue and capital spending set out in the report.

80. RISK MANAGEMENT MONITORING REPORT

The Deputy Chief Executive presented an updated strategic risk report, correct as at September 2016, which highlighted those risks which were considered to be above the risk appetite of the Fire Authority.

The Committee focused its discussion on those risks which were identified as high or very high both in relation to their potential impact and the probability of them occurring. The following points were raised in discussion:

- The risk of mis-mobilisations due to Suffolk Fire and Rescue Service (SFRS) not resolving the status of whole-time appliances at larger stations and relying on the memory of control staff and inconsistent practices. It was noted that officers had written to their counterparts at SFRS to make clear their concerns, but members judged that they too would wish to raise their concerns. Whilst recognising that this was an operational matter for SFRS, members would like to seek reassurance about the steps that had been taken by SFRS to mitigate this risk. The potential risk of reputational damage to Cambridgeshire and Peterborough Fire Authority was also noted;
(Action: The Chief Fire Officer to draft a letter to Suffolk Fire and Rescue Service for the Chairwoman's signature setting out the Committee's concerns and seeking reassurance on the points described above).
- The risk of cyber-attack. The Deputy Chief Executive said that officers were acutely aware of the increasingly varied and sophisticated nature of cyber threats and of the need to actively manage this risk. Work focused both on the ability to minimise risks and to recover from attacks and included an annual penetration test;
- Members expressed concern about potential risks which might not have been identified and suggested that it would be helpful to look at the risks identified by other Fire Authorities and public sector organisations;
- It was noted that it had been agreed previously to remove risk R040 which related to bullying and harassment due to government cuts as this was no longer considered to be a live issue.

It was resolved:

To review and note the Strategic Risk report and comment as recorded above.

81. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

The Committee noted that a report would be submitted to the full Fire Authority in October which would address the question of public speaking at Fire Authority meetings. It was agreed that the Deputy Chief Executive and the Monitoring Officer would consider the timing and process for changing the Standing Orders relating to meetings in the light of any proposed changes and that these would be circulated in draft to members outside of the meeting for comment.

(Action: The Deputy Chief Executive and Monitoring Officer)

The Committee noted that an item on the Huntingdon Property Rationalisation joint review project group would be added to the agenda plan for October to enable the Committee to review progress and representation on the group and to decide next steps.

(Action: Democratic Services)

Subject to the points above, it was resolved:

To note the Policy and Resources Committee Work Programme.

82. DATE OF NEXT MEETING

It was noted that the Committee would meet next on Thursday 8 December 2016 at 2.00pm in Room 128, Shire Hall, Cambridge.

83. FUTURE MEETINGS

Thursday 26 January 2017 at 10.30am, Fire and Rescue Service headquarters, Huntingdon.

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

Chairwoman
8th December

**FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE**

Minutes - Action Log



**Cambridgeshire
County Council**

This is the updated action log as at 20th November 2016 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE 22nd SEPTEMBER 2016 COMMITTEE					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
76.	GUIDANCE ON FOUR YEAR SETTLEMENTS	Matthew Warren The Deputy Chief Executive	The resolution was to approve the draft Efficiency Plan, subject to the revisions detailed above. An amended text reflecting these comments and highlighting the changes made would be circulated to members.	Amended and circulated to Members of the Committee for comments and then submitted to the Home office in advance of the 14th October 2016 deadline.	Action completed
77.	BUSINESS RATES RETENTION CONSULTATION	The Deputy Chief Executive to circulate a revised form of words	To approve the draft consultation response, subject to some minor re-wording regarding the wish for a period of ring-fencing for fire funding.	This was undertaken later the on the same day of the meeting (22 nd September)	Action completed
79.	REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016-17	Deputy Chief Executive	Savings on vehicle running expenses due to an efficient modern fleet. It was agreed that this should be flagged up in the budget report.	Savings achieved in vehicle running costs due to efficient fleet reflected in budget.	Action completed.

80.	RISK MANAGEMENT MONITORING REPORT The risk of mis-mobilisations due to Suffolk Fire and Rescue Service (SFRS) not resolving the status of whole-time appliances at larger stations and relying on the memory of control staff and inconsistent practices.	Chief Fire Officer	Members sought reassurance about the steps that had been taken by SFRS to mitigate this risk. The potential risk of reputational damage to Cambridgeshire and Peterborough Fire Authority was also noted; (Action agreed: The Chief Fire Officer to draft a letter to Suffolk Fire and Rescue Service for the Chairwoman's signature setting out the Committee's concerns and seeking reassurance on the points described above).	Dialogue undertaken at Chief Fire Officer level negated the need to write formally.	Action completed
81.	POLICY AND RESOURCES COMMITTEE WORK PROGRAMME a) Report on Public Speaking Rights	The Deputy Chief Executive and Monitoring Officer and Democratic Service	a) The Committee noted that a report was to have been submitted to the full Fire Authority in October to address the question of public speaking at Fire Authority meetings. It was agreed that the Deputy Chief Executive and the Monitoring Officer would consider the timing and process for changing the Standing Orders relating to meetings in the light of any proposed changes and that these would be circulated in draft to members outside of the meeting for comment.	As the Fire Authority currently did not have a policy on public speaking at meetings the issue of public speaking still needed to be looked at further and will require the production of a protocol which will require approval. Due to work pressures this had not currently been progressed.	Action outstanding

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
81.	POLICY AND RESOURCES COMMITTEE WORK PROGRAMME b) Item on the Huntingdon Property Rationalisation Joint Review Project Group		b) The Committee noted that an item on the Huntingdon Property Rationalisation Joint Review Project Group would be added to the agenda plan to enable the Committee to review progress and representation on the group and to decide next steps. (Action: Democratic Services)	<p>Cllrs Brown, Bywater and Schumann have been nominated for the Huntingdon Property Rationalisation Joint Project Group. As they have yet to meet there is very little to report in terms of next steps at the time of producing this update.</p> <p>An additional Fire Authority meeting is scheduled for the morning of 8th December 2016 to consider Huntingdon Hub.</p>	

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

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

120. ELECTION OF CHAIRMAN/ CHAIRWOMAN

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

121. APPOINTMENT OF VICE CHAIRMAN/ CHAIRWOMAN

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

(Action: Democratic Services Officer)

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

122. APOLOGIES FOR ABSENCE

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

123. DECLARATIONS OF INTEREST

There were no declarations of interest.

124. MINUTES OF THE MEETING ON 11 AUGUST 2016

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

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

125. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK MANAGEMENT TARGETS

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

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

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

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

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

126. COMPREHENSIVE SPENDING PLAN REVIEW UPDATE

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

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

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

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

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

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

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

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

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

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

In response to questions it was noted that:

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

It was resolved to:

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

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

128. TERMS OF REFERENCE FOR DISCIPLINARY APPEALS PROCESS

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

It was resolved to:

1. Agree the proposed terms of reference.

129. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members reviewed the Committee work programme for 2016-17.

It was resolved to:

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

130. DATE OF NEXT MEETING

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

CHAIRMAN

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 8 December 2016

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 TO 2020

1. Purpose

- 1.1 To seek approval of the proposed draft Medium Term Financial Strategy (MTFS) 2017/18 to 2019/20.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to approve the proposed draft MTFS 2017 to 2020 attached at Appendix 1.

3. Risk Assessment

- 3.1 **Economic/Political** – the council tax increase must be set at an appropriate level to protect the financial stability of the Authority without breaching any reasonableness criteria that may be imposed by Government in the form of a cap.
- 3.2 **Economic** – there is significant uncertainty around the settlement figures. The MTFS will have to provide flexibility to respond to any variations that may present themselves in future financial years.

4. Background

- 4.1 On 25 November 2015, the spending review for 2016/17 to 2019/20 was announced. With this announcement came guidance around individual authorities submitting efficiency plans, in return for funding certainty over the medium term. This Authority submitted its efficiency plan, attached at Appendix 4, in October 2016 and confirmation of it is expected in December 2016.
- 4.2 The MTFS makes a number of assumptions around increases in council tax housing levels and council tax capping rates. It is also assumed that the efficiency plan will be approved and grant income will be in line with that already announced.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Estimates 2017/18	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk
Cambridgeshire and Peterborough Fire Authority Efficiency Plan 2016 to 2020		
Comprehensive Spending Review 2016/17 – 2019/20		

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 to 2020

1. Introduction

1.1 The Need for a Financial Strategy

- 1.1.1 The financial environment in which the Authority operates is unprecedented and will become increasingly challenging. The Authority will be faced with some difficult decisions as the impact of the comprehensive spending review and next round of Government austerity measures is felt. Further cuts to the budget will be required as a result.
- 1.1.2 The uncertainty around future funding arrangements, along with council tax capping limits and potential authority decisions around referendum, all require the Authority to take proactive steps to control its own destiny to mitigate against the threat of having to react to external events.

1.2 Background

- 1.2.1 In developing a financial strategy the Authority must consider the factors that may influence the future needs and plans of the Service.
- 1.2.2 The Secretary of State has set a clear vision that by the end of the comprehensive spending review period, all Local Authorities will be fully funded locally, from council tax and business rates. Government are currently working through how business rate retention will aid this strategy. It is not yet known what impact the transfer of fire and rescue services into the Home Office will have on funding. At this time, it is assumed that there will be no change.
- 1.2.3 The Government offered authorities a four year 'minimum' financial settlement, if it chooses to share its efficiency plans with Government. The Authority shared its efficiency plan in October 2016 and has assumed that the settlement figures will be as suggested over the next four financial years.
- 1.2.4 In addition to the settlement information, government has made assumptions that council tax will be increased in line with inflation over the four year period, moving away from providing authorities with council tax freeze grant. Once again, this strategy estimates that increases in council tax will be approved by the Authority.
- 1.2.5 The Integrated Risk Management Plan sets out the aims and objectives for the future. The strategy must support the delivery of these aims and actions. The comprehensive spending review programme will continue to focus on the most appropriate options for the Service to mitigate against the impact of future reductions in Government funding and constraints on council tax.

- 1.2.6 Revenue expenditure has been within budget each year for the last four years; this confirms the ability of the Authority to control expenditure. Considerable time and effort has been spent ensuring that budget holders challenge current expenditure levels and project budgets are fully understood before any commitment is made.
- 1.2.7 The Authority holds reserves that are adequate to respond to the risks it currently faces. Part of this strategy should be linked to considering the level of reserves the Authority holds in the medium term. However it should also be noted that these reserves can only be used once and cannot fill an on-going budget gap.

1.3 The Economy

- 1.3.1 This strategy assumes that the economy will continue to grow slowly in the medium term, with inflation in line with the Bank of England target. The constraints being placed upon public sector pay increases will also be reflected within any future budgets. Interest rates will remain low in the short term, with increases expected in the medium term.

1.4 External Factors

- 1.4.1 The county population continues to grow and the strategy must recognise and allow for pressures and potential opportunities.

2. Financial Forecast

- 2.1 The six year financial forecast is included at Appendix 1, along with assumptions. The forecast shows the potential trend of net expenditure, based upon estimated levels and timing of events. This forecast is designed to estimate the potential savings target through to the end of the next comprehensive spending review period.
- 2.2 The tax base assumes an increase of approximately 1% year on year thereafter. However given the changes to council tax benefits and the potential impact of this on collection rates, the real impact of these changes will not be fully understood until the end of the financial year.
- 2.3 The Government is committed to the localism agenda and it is assumed that a council tax referendum will still be required for authorities where a 'reasonable' increase is not set. The term 'reasonable' is now largely defined by the Secretary of State who provides council tax capping limits. Currently the limit is suggested as 2%. The long term strategy will work within this limit, unless the Authority specifically approves a revision.
- 2.4 Inflation is based upon Treasury projections, with the exception of pay inflation which has been set at 1% for the medium term in accordance with Government guidance. All fuel inflation is monitored and updated annually based upon latest information.

- 2.5 Saving figures are also shown in Appendix 1. These savings targets are speculative at this point and rely on grants being confirmed by Government. The strategy will not be accurate until detailed information relating to the settlement for the next three financial years is known.

3. The Medium Term Financial Strategy

3.1 Revenue Provision

- 3.1.1 The priorities of the Authority are laid out in the Integrated Risk Management Plan and Business Development Programmes. Whilst the Authority will seek to accommodate additional requirements, these will be considered against the backdrop of any Government cuts. A project will only progress where a tangible benefit will result and funding exists.
- 3.1.2 The Authority's revenue expenditure plans will be published each year in the Authority's budget book, which will be prepared in association with the Integrated Risk Management Plan and Business Development Programme and will seek to ensure resources are allocated appropriately. Where there is competition for resources, those areas of the Service directly contributing to the vision of the Authority will take priority, unless there are any overriding factors such as a legal imperative.

3.2 Capital Programme

- 3.2.1 The Capital Programme will be reviewed annually by the Policy and Resources Committee and published in February alongside projected schemes for a further three years. The summarised programme is attached at Appendix 2.
- 3.2.2 The Authority will seek to identify capital requirements in sufficient time to ensure that its assets are always adequate to support our needs, can be adequately resourced and fully funded.
- 3.2.3 Prior to approving capital schemes, whole life cost details must be considered and how the scheme fits with the Capital Programme and Asset Management Plan.

3.3 Funding

- 3.3.1 The Authority's projected net expenditure is funded from Government grant and council tax.
- 3.3.2 The Government grant is determined by the allocation of a fixed sum across all local authorities.
- 3.3.3 The Authority will continue to monitor the Government's approach to the spending review and the impact of any future change.
- 3.3.4 The level of council tax will be determined each year after considering the short term financial position and an assessment of the long term outlook. The Authority will try to ensure that the level of council tax is sufficient to provide an appropriate level of service without causing the local taxpayer any undue hardship.

- 3.3.5 The strategy to keep council tax at or below 2% will incorporate the utilisation of general reserves whilst factoring in current acceptable increases. If funding significantly changes as a result of the formula review or unforeseen events cause the general reserve to dip below a perceived prudent level, then the impact on increasing this fund to local council taxpayers will not be more than 0.1% per annum.

3.4 Financial Contingency Planning

- 3.4.1 The Authority holds a general reserve to provide contingency against unforeseen events such as a higher than usual level of operational activity or period of industrial action. This reserve may also be used to fund short term delays in realising on-going budget cuts.
- 3.4.2 Earmarked reserves are created to provide a contingency against foreseeable events that have a reasonable degree of likelihood but where timing is uncertain. The major reserves held by the Authority relate to ill health pension payments and future property development and enhancements.
- 3.4.3 The Authority will insure against relevant risks, taking into account the size of premiums and previous claims experience.
- 3.4.4 The level of working balances will be maintained at a level that provides the Authority's Treasurer with an adequate safeguard against the risk of cash flow interruptions.
- 3.4.5 The Policy on Reserves is attached at Appendix 3, along with a medium term projection.

Appendix 1

	Estimate 2016/17		Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22
	£'000	Incr. %	£'000	£'000	£'000	£'000	£'000
Budget (previous year)	28,534		28,332	27,727	27,779	28,131	27,553
Wholtime Firefighters Pay	110						
Retained Firefighters Pay	23						
Fire Control Pay	15		0	0	0	0	0
Local Government Employees Pay (LGEs)	97		-7	0	0	0	0
Insurance	-1						
Other Price inflation	-36						
Inflation	208	0.7%	276	277	277	281	276
LGE Staff	188						
Control Room Staff	15						
Firefighters	-140		0				
Operational Activity	127		0				
Capital Charges	-80		-6	12	48	0	0
Additional Govt Grants	-86						
Other	48		11	11	11	0	0
Budget Variations	72	0.3%	5	23	59	0	0
Service Pressures/Efficiency Savings							
Budget Holder Savings	-667	-2.3%	-886	-248	16	-859	-232
Council Tax Freeze Grant Transferred to RSG	185						
Service Pressures/Efficiency Savings	-482	-1.7%	-886	-248	16	-859	-232
Budget Requirement	28,332	-1.3%	27,727	27,779	28,131	27,553	27,597
Less:							
RSG	-5,080		-3,800	-3,140	-2,750		
Top-up Grant	-2,060		-2,110	-2,170	-2,240	-3,816	-3,251
National Non-domestic Rates	-3,540		-3,600	-3,710	-3,820	-3,858	-3,897
Fire Authority Precept	17,652		18,217	18,759	19,321	19,879	20,449
Tax Base	269,410		272,807	276,232	279,478	282,273	285,096
Band D Tax	£65.52		£66.78	£67.91	£69.13	£70.42	£71.73
Year on Year Increase	2.0%		1.9%	1.7%	1.8%	1.9%	1.9%

DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2016/17 TO 2019/20

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
CAPITAL EXPENDITURE (details – Appendix 3)				
Vehicle Replacement Programme	1,731	1,725	1,176	1,751
Equipment	345	191	254	146
Property Maintenance & Land	940	1,280	1,075	500
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	3,366	3,546	2,855	2,747
FINANCED BY:				
Loan	0	0	677	661
Capital Receipts	456	369	163	466
Revenue Contribution to Capital Outlay (RCCO)	1,508	1,493	1,372	1,518
Transfer from Reserves	1,402	1,684	643	112
Capital Grants	0	0	0	0
TOTAL RESOURCES	3,366	3,546	2,855	2,747

Policy on Reserves

- 1.1 The key aims of the Medium Term Financial Strategy (MTFS) are to provide a sound financial base for the delivery of the Authority's medium term priorities and to secure the necessary revenue and capital resources to deliver these priorities. As part of this strategy and in assessing its annual budget requirement, the Authority will maintain reserves at a level appropriate to help ensure financial stability and to meet identified potential future commitments.
- 1.2 Reserves will be distinguished in the balance sheet in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Statement of Recommended Practice whereby:

A reserve is a contingency to meet a specific anticipated future requirement such as a potential liability or a smoothing of net expenditure (earmarked reserves) or to help cushion the impact of uneven cash flows, unexpected events or emergencies (general reserve).
- 1.3 Reserves will be managed in accordance with the Authority's Financial Regulations.
- 1.4 Reserves will not, except under extreme circumstances, be used to support on-going expenditure. However in certain circumstances they may be used to cushion significant fluctuations in expenditure.
- 1.5 The level of reserves will be reviewed annually by the Fire Authority Treasurer, in consultation with the Policy and Resources Committee, as part of the annual budget process and when preparing the final accounts to ensure that the purpose, amounts and timing for each item is still relevant and appropriate.
- 1.6 As part of the regular review a risk assessment of each reserve, considering likelihood of the liability and its potential impact, will be carried out to inform assessment of need.
- 1.7 The total amount held will be determined by the assessment of financial need rather than by application of artificial parameters.
- 1.8 Reserves will be held on the balance sheet and controlled by the Treasurer; transfers will be made at the year-end directly from the revenue accounts.
- 1.9 The Treasurer will report on the adequacy of reserves each year as part of the budget process, both for the coming year and in respect of the medium term financial strategy. This report will specifically identify any application of reserves to support on-going expenditure.

Reserves as at 18th January 2016:						
	Property Development Reserve (Capital Reserve)	General Reserve	Pension Reserve	On-call Reserve	Community Safety Reserve	Totals
	£'000	£'000	£'000	£'000	£'000	£'000
Current Balance	9,707	2,556	824	975	200	14,262
Capital Programme 2016 - 2020	-3,842					-3,842
New HQ	-7,000					-7,000
Modified Pension Scheme			-400			-400
Projected Income from sale of HQ and Huntingdon	3,000					3,000
Projected Balance by 31st March 2020	1,865	2,556	424	975	200	6,020

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
EFFICIENCY PLAN 2016 - 2020**

About the Plan

The Efficiency Plan sets out how the Authority plans to improve the service it provides whilst managing with reduced real-term funding levels. This document contains links to other relevant documents and websites and should be read in conjunction with those.

Four Year Plan

The Authority's strategy for the provision of fire and rescue services for the next four years is driven by the approved Integrated Risk Management Plan (IRMP) 2015-2019 which can be viewed at: <http://www.cambsfire.gov.uk/IRMP%20report%20A4%20for%20website%202016-17.pdf>

The IRMP details how we will engage with the communities of Cambridgeshire to ensure we are responsive to their ever changing needs and details the activities that we plan to engage in to reduce the risks within our communities.

Funding Assumptions

The following table sets out the assumptions the Authority is making about funding up to 2019/20. The Government has offered authorities a guaranteed four year funding settlement in order to provide increased certainty and to aid planning. However this only guarantees the minimum amount of revenue support grant (RSG) receivable. Business rates receivable are not guaranteed and are subject to volatility depending on factors such as the level of growth and appeals against valuations. The detailed Medium Term Financial Strategy can be found at <http://www.cambsfire.gov.uk/PolResComm17-12.pdf>.

Medium Term Funding Assumptions	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000
• Baseline Funding - Business Rates / Top Up	5,551	5,597	5,707	5,875	6,063
• RSG	5,897	5,079	3,803	3,140	2,750
• Council Tax Freeze Grant/Transition Grant	185	61	77	0	0
Settlement Funding Assessment Total	11,633	10,737	9,587	9,015	8,813
Council Tax Forecast					
Band D Council Tax (£)	£64.26	£65.52	£66.78	£68.04	£69.39
<i>Actual/Estimated Council Tax base increase on previous year (2017-2020)</i>	265,892	271,265	274,611	277,984	281,248
Total Actual/Estimated Council Tax Income	17,086	17,773	18,339	18,914	19,516
Council Tax Band D Precept Increase (%)		1.96%	1.92%	1.89%	1.98%
Growth in Council Tax Base Yield to Previous Year (%)		2%	1%	1%	1%
Total Budget Requirement	28,719	28,510	27,926	27,929	28,239

The level of RSG the Authority receives will decrease by 65% between 2015/16 and 2019/20. This represents a significant shift in Government policy as they now expect local authorities to increase council tax to support their activities. This fundamental shift in policy and the Government expectation that council tax will increase in line with their inflation targets, has resulted in a forecast annual increase of around 1.9%. However this increase will be subject to approval annually by the Fire Authority.

Budget Assumptions

The following table sets out the expected costs pressures facing the Authority alongside other income it expects to receive.

Medium Term Budget Assumptions	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000
Cost Pressures / Savings					
• Pay Award	218	245	213	208	209
• Pension Contributions (LGPS)	78	0	73	0	0
• Contracting Out	0	203	0	0	0
• Apprenticeship Levy	0	0	64	0	0
• General Inflation	49	-37	71	71	71
• Firefighter Pension Scheme	-166	-140	0	0	0
• Capital Charges	-214	-30	5	23	59
• Capital Receipts Reduced	163	0	0	0	0
• Operational Activity (On-Call)	0	127	0	0	0
• Additional Grant Income	-9	-86	0	0	0
• Comprehensive Spending Review Budget Reduction	-734	-548	0	0	0
• Comprehensive Spending Review Budget Reduction Required	0	0	-953	-222	56

Note: There are clearly still some uncertainties within these estimates, particularly with regard to the impact Brexit will have on the economy and future changes to the discount rates.

Within employee costs there are a number of cost pressures that are outside of the Authority's control, primarily related to pension valuations and legislative changes. These increase the level of savings that the Authority is required to find between now and 2019/20. As well as cost pressures relating to general inflation.

The income receivable by the Authority is currently projected to be stable over the medium term.

Service Efficiency Programme

The Fire Authority can demonstrate a very effective record for dealing with Government cuts in an efficient and innovative manner. Since 2010, the Service has made in excess of £4 million in budget reductions by reshaping its Service. This reshaping has included merging its Command and Control Centre with Suffolk Fire and Rescue Service, completely restructuring and reducing its professional support services and redesigning its wholetime firefighter shift system.

The Service continues to seek efficiency savings across the Service, whilst striving to improve operational performance through utilising our resources more effectively. The Comprehensive Spending Review (CSR) project is looking at a number of areas within the organisation with the objective of making savings. To date, the following savings have been identified and will be used to ensure the Fire Authority can set a balanced budget:

- The Senior Officer restructure has resulted in the loss of the Deputy Chief Fire Officer role. The savings associated with this saving and revised pay and conditions is £261k.
- Capital Funding from revenue has been reduced for the financial year 2016/17, in line with a reduced Capital Programme. The major earmarked reserve, the Property Development Reserve, will be used to ensure borrowing doesn't become a burden on the revenue budget.
- Rationalisation of the Operational On-Call Fire Budget has resulted in savings of £301k.
- The Service has invested significantly over the last five years in a development programme for staff. The objective of this investment was to enhance the skills of our staff, whilst ensuring much of this training could be delivered in-house in the future. The Service is anticipating saving £65k.

Collaboration

The Authority is committed to increasing collaboration with the police and other local public sector partners. For example, we have formal agreements with Bedfordshire Fire and Rescue Service for an ICT Shared Service and a shared Area Commander rota. In addition, we have a combined Command and Control Centre with Suffolk Fire and Rescue Service.

The Service has a programme focussed at looking at collaboration opportunities with Cambridgeshire Constabulary. In addition to this, we share a number of our operational premises with the police and are creating a new Joint Fire and Police Station in Wisbech. Attached is a comprehensive list of all other major collaborations undertaken by the Service with its public sector partners.

Performance Information

The Authority is compliant with the Local Government Transparency Code and is committed to the publication of transparent performance information including but not limited to:

- Budget monitoring reports (revenue, capital and treasury) <http://www.cambsfire.gov.uk/september-22-2016-2770.aspx>
- Statement of Accounts <http://www.cambsfire.gov.uk/ACCOUNTS%20WITH%20AUDIT%20OPINION%20-%202015%2016%20-%20FINAL.pdf>
- Annual Governance Statement <http://www.cambsfire.gov.uk/september-22-2016-2770.aspx>
- Statement of Assurance. <http://www.cambsfire.gov.uk/Annual%20report%20final%20version.pdf>

Use of Reserves

Reserves are an essential part of good financial management. They allow authorities to manage unpredictable financial pressures and plan for their future spending. The level, purpose and planned use of reserves are important factors for members to consider in developing medium term financial plans (MTFP) and setting annual budgets. Reserves are held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves
- a means of building up funds (often referred to as earmarked reserves) to meet known or predicted requirements.

Within the existing statutory and regulatory framework, it is the responsibility of the Chief Finance Officer to advise the Authority about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.

The projected balance of reserves for the period is shown in the following table.

Estimated Financial Reserves Levels <i>(All figures are £000 unless stated)</i>	2016-17	2017-18	2018-19	2019-20	2020-21
General Fund Balance	2,348	2,348	2,348	2,348	2,348
Earmarked General Fund Reserves	11,365	10,541	2,139	455	3,311
Use/Return of Earmarked Reserves	(824)	(8,402)	(1,684)	2,856	(112)

The major commitment for the Property Development Reserve is the new 'Huntingdon Hub' project that will merge the existing Huntingdon station, combined Command and Control Centre, Training Centre and Headquarters onto a single site. This project is being evaluated in conjunction with Cambridgeshire Constabulary. This fund will finance the upfront cost of the new site. The existing sites will be sold or redeveloped once the new site is fully operational. The table above assumes an income figure for both sites based upon market valuations. If not used for the 'Huntingdon Hub', the reserve will be used to support the Authority's capital programme.

Progress of the Efficiency Plan

The Authority commits to publishing an annual report on the progress of the Efficiency Plan. This will be published alongside our annual Statement of Assurance on our website.

TO: Policy and Resources Committee

FROM: Human Resources Business Partner Sam Smith

PRESENTING OFFICER(S): Human Resources Business Partner Sam Smith
01480 444536
samantha.smith@cambsfire.gov.uk

DATE: 8 December 2016

PROBATION POLICY

1. Purpose

- 1.1 To inform the Policy and Resources Committee on work undertaken to update the probation policy and to seek approval for the draft policy in order to allow for its implementation.

2. Recommendation

- 2.1 The Policy and Resources Committee are asked to approve the draft probation policy attached at Appendix 1, subject to there being no significant changes made to the policy as a result of the consultation process with employee representatives.

3. Risk Assessment

- 3.1 **Legal** - implementing a probation policy which is clear and transparent to all will help to significantly mitigate the risk of any legal claim being brought against the Authority in relation to the management of any issues that may arise during an employee's probation period.
- 3.2 **Social** - implementing a transparent probation policy, which applies to all employees, will help to ensure consistency of approach and a feeling of fairness across the organisation. Research shows that this will contribute to employee morale and engagement levels.

4. Background

- 4.1 The current published probation policy applies to support staff only. Any probation issues for operational staff have been managed in accordance with the principles of the published policy however it was recognised that in order to ensure maximum clarity and transparency, the policy should be re-drafted to explicitly apply to all employees.
- 4.2 The draft, revised policy reflects the processes in place for different groups of staff across the organisation where this is necessary and has been written

with reference to a review of policies from other relevant organisations and best practice.

- 4.3 The draft, revised policy is subject to consultation with the representative bodies and it is currently with them for their review and comment. Their response is due at the beginning of January 2017.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Probation Policy (current published version)	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Human Resources Business Partner 01480 444536 samantha.smith@cambsfire.gov.uk
Cambridgeshire and Peterborough Fire Authority Probation Policy (draft, revised policy)	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Human Resources Business Partner 01480 444536 samantha.smith@cambsfire.gov.uk



PROBATION POLICY

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

This document is effective from **DATE** and should be read in conjunction with the **Probation Toolkit (DMS #)**, which provides practical guidance and template documents to support the management of probation issues.

Neither this document nor the **toolkit** can be expected to cover every possible eventuality that may arise in relation to the management of probation issues, and both managers and employees are expected to take a reasonable approach, and seek further advice from the Human Resources Group where necessary. Questions relating to procedure should be addressed to your line manager.

This policy will be reviewed as and when required to reflect business requirements and legislative changes.

Version history

Version	Date	Comments
#DMS 359873 v1	14/01/2015	Non-Uniformed Employees
#DMS411943 v1	August 2016	All employees

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POLICY STATEMENT AND SCOPE

Cambridgeshire Fire and Rescue Service (CFRS) is committed to the effective management of performance at work to ensure the efficient provision of services and the safety and wellbeing of employees and the public.

This policy is designed to help line managers to objectively assess the capabilities of an employee throughout the probation period, and to determine whether or not they meet the required standards in relation to performance, conduct and attendance, and therefore if they are suitable for continued employment.

All appointments at CFRS will be subject to a probation period in line with their terms and conditions of employment. This policy applies to all new employees and includes those that have been appointed following a period of working through an employment agency.

All matters relating to unsatisfactory performance, conduct and / or attendance will be managed through this policy whilst the employee remains in their probation period.

This policy does not apply to existing CFRS employees who move posts, unless in exceptional circumstances, where an employee has moved into a different role whilst within their probationary period. Please note that employees are advised to discuss any potential internal moves with their line manager before applying to any advertised vacancies, as in most circumstances employees in their probationary period will not be able to apply for advertised posts unless they are in the last two months of a six month fixed term contract.

KEY PRINCIPLES

As defined by ACAS, the aim of the probationary period is to ensure that new employees are provided with sufficient opportunity to demonstrate that they possess the required skills, knowledge and experience to perform effectively in their role.

The length of the probationary period will be dependent on an employee's role within the organisation and will be set out in their terms and conditions of employment. For more information regarding specific timescales, please refer to the **toolkit**.

It is the responsibility of the direct line manager to make arrangements to meet with an employee early on in their employment to fully communicate their expectations, ensure the requirements of the role (based upon the job description) are clear, and agree specific objectives that will apply during the probation period. For employees within an operational role, the management



of the probation period will be the responsibility of the relevant course leader from Training Centre.

The line manager must meet with the employee on a regular basis throughout the probation period to review performance, conduct and attendance, provide the employee with the opportunity to comment, and/or discuss their perspective on these areas and how they feel they have settled into the organisation, and identify any potential issues.

Any concerns that a line manager may have regarding performance, conduct or attendance must be communicated to the employee at the earliest opportunity, and not delayed until the end of the probation period.

If during an employee's probation period it is suspected or established that the employee does not have the qualifications, experience or knowledge that he/she claimed to have at the time of recruitment, the line manager should contact the HR Group to discuss further. If evidence suggests that the employee mislead the Service or misrepresented their abilities in any way, the organisation will reserve the right to terminate the contract of employment.

Line managers must ensure that they give full consideration as to whether or not the employee meets the required standards of the role and is suitable for continued employment.

In circumstances where there are concerns with an employee's performance, conduct and/or attendance, it may sometimes be appropriate to extend an employee's probationary period. The line manager should seek advice from the HR Group and consider if there is genuine evidence to believe that the employee is likely to achieve the required standard within the extended timeframe.

Should it become apparent during the probationary period that an employee is wholly unsuitable to perform within their role, or there are serious concerns surrounding performance, conduct or attendance Cambridgeshire Fire and Rescue Service (CFRS) reserves the right to dismiss an employee at any time during the probationary period.

Once the probation period has been successfully completed the relevant probationary form should be sent to the HR Group, who will then write to the employee to confirm them in post following the successful completion of their probationary period, and advise of any revised notice periods in line with the employee's terms and conditions of employment.

PROBATION PROCEDURE FLOWCHART

The flowchart on the following page summarises the key steps of the employee probationary process and the responsibilities of those involved in the process are also shown.



The flowchart gives an overview of the procedures to be followed - more detailed guidance to support this flowchart can be found in the following sections and in the **toolkit**.

If, after reading this document and the toolkit in full, managers require further support and guidance they should contact the HR Group.

FLOWCHART TO BE CREATED AND ADDED

RESPONSIBILITIES OF THE LINE MANAGER

It is the line manager's responsibility to manage and support the employee during their probationary period. It is important to ensure that there is consistency and that the employee has a main point of contact throughout their probation period.

The process for managing the probation period is dependent on the employee's role and training requirements; for more information please see the **toolkit**. It is important to remember that special considerations will need to be taken when arranging performance review meetings for employees within an operational role and for those that are based at training centre with a role that requires assessments and/or intensive training, where specific objectives will be set in line with the Phase 1 and Phase 2 assessments.

It is recommended that the line manager makes arrangements to meet with the employee during the first two weeks of employment to establish performance, conduct and behavioural expectations. This meeting could be an extension of a regular one-to-one meeting, or the line manager may prefer to arrange a separate meeting.

The line manager should normally set objectives that will apply for the duration of the probationary period, and discuss any training or other support that may be required to enable the employee to be able to meet the expectations of the role and the objectives set. For guidance on setting SMART objectives see [DMS # 200892](#).

PROBATIONARY REVIEW PROCEDURES

Line managers are required to evaluate an employee's performance, conduct and attendance on a frequent basis throughout the probation period, in order to best support the employee, and in order to be able to promptly identify any issues concerning the employee's ability to meet the required standards of the role

It is good practice for the line manager to arrange each probationary review meeting in advance. This will give the employee plenty of notice that a review meeting will be taking place, and will provide both the line manager and employee with time to fully prepare for each stage of the probationary review process.



Allowing sufficient time to conduct a probationary review meeting is key at each stage of the process, as this will help ensure that a productive meeting takes place with the full engagement of the employee.

Probationary review meetings should take place in an environment that is private and away from disruptions. It is important that the employee has the full attention of the line manager and that no interruptions take place unless absolutely necessary.

The discussion that takes place during a probationary review meeting should be balanced, giving positive feedback on key achievements and recognition for areas in which the required standard is being reached alongside discussing in detail any areas where further training or coaching may be required. Line managers should encourage a two-way conversation, ensuring that meetings also provide the employee with the opportunity to feedback on aspects of their role, and how they feel that are settling into the organisation.

It is essential that the line manager keeps a clear record of the employee's performance, conduct and attendance at each stage of the probationary review process, to include any updated or amended objectives.

The specific process which the line manager is required to follow when recording the details of the probationary review meeting will be entirely dependent on the role of the employee as outlined in the **toolkit**.

EXTENSION OF PROBATIONARY PERIOD

In circumstances where there are concerns with an employee's performance, conduct or attendance, and therefore their suitability for continued employment, it may sometimes be appropriate to extend the probationary period.

Before any consideration to extend a probationary period can be made, it is essential that the direct line manager has sufficient **factual** evidence to support the reasons as to why an extension should be considered.

The evidence to support an extension to a probation period will depend entirely on the role of the employee, but the overarching principal is that the line manager should be able to clearly demonstrate the areas where performance, conduct or attendance is of concern. Furthermore, the line manager must genuinely believe that with additional training or coaching, the employee will reach the required standards within the extended timeframe.

The line manager must seek advice from the HR Group, and the decision to extend a probation period should be made at least 4 weeks prior to the end of the original probationary period. Where it is decided to extend an employee's probationary period, the HR Group will set out the terms of the extension in writing. Please see the **toolkit** for more guidance.



Extensions to the probation period should not be granted if there is substantial evidence to support a belief that it is unlikely that the employee will reach the required standards of the role. Extending the probation period would be unfair on the employee and would only delay the inevitable termination of employment.

DEALING WITH PERFORMANCE, CONDUCT OR ATTENDANCE ISSUES DURING THE PROBATIONARY PERIOD

It is essential that any identified performance, conduct or attendance issues are dealt with promptly during the probation period, are substantiated with evidence, and clearly communicated to the employee at the earliest opportunity. By tackling identified issues and communicating performance concerns as and when they occur, the employee will be explicitly clear about any areas where improvement is needed.

Addressing any performance, conduct or attendance concerns should **not** be left until the end of the probationary period; they should be addressed in a timely fashion as they arise, through normal probationary review meetings. If sufficient progress is not being made, or if there are significant concerns, the line manager should seek advice from the HR Group about calling the employee to attend a formal probationary review meeting.

Please refer to the **toolkit** for more guidance.

The employee **must** be made aware at this stage of the potential implications of failing to reach a satisfactory level of performance, conduct or attendance, and in particular that this may result in the termination of their employment.

Line managers must keep detailed record of everything discussed at a formal probationary review meeting, and confirm the outcome of the meeting in writing to the employee. Please refer to the **toolkit** for more guidance.

Note that in most situations, it is recommended to hold a first formal probationary review meeting with an employee before progressing to a final formal meeting to consider the employee's continued employment. However, in situations where there is factual evidence of significant unsuitability for continued employment, CFRS reserves the right to proceed immediately to a final formal probationary review meeting. For operational staff, this includes failure to complete mandatory elements of operational training and assessment in the necessary timeframes.

If there is not sufficient progress in an agreed time frame following a first formal probationary review meeting, the line manager should seek advice from the HR Group as to if it would be appropriate to proceed to a second formal probationary review meeting, an outcome of which may be the termination of the individual's employment.

Please see section below headed "Termination of employment" for more information.



SUCCESSFUL COMPLETION OF PROBATION PERIOD

In situations where the line manager is satisfied with the employee's progress throughout their probation period and intends to confirm the employee in post, it is recommended that the final probation review meeting is conducted no less than 4 weeks prior to the end of the probationary period. The HR Group will send a reminder to the direct Line Manager advising that the employee's probationary period is due to expire, and that a formal meeting with the employee must be arranged to discuss their performance throughout the probationary period and suitability for continued employment. A record of the discussion, including any comments from the employee should be made on the probation form, please refer to the **toolkit** for the correct form to use, depending on the employee's role.

The completed form should be signed by the direct line manager and the employee, before being sent to the Head of Group for final approval. The Head of Group should then forward the completed paperwork to the HR Group, who will write to the employee to confirm them in post following the successful completion of their probationary period, and advise of any revised notice periods in line with the employee's terms and conditions of employment.

TERMINATION OF EMPLOYMENT

If an employee's performance, conduct and/or attendance during their probationary period is deemed unsatisfactory, despite additional training, support and guidance from the line manager as appropriate, **and** it is genuinely felt unlikely that further training or coaching would lead to a satisfactory level of improvement within an appropriate timeframe, the line manager should consult with the HR Group to determine if it would be appropriate to hold a formal probationary review meeting to consider if the employee's contract of employment should be terminated.

In most situations, it is recommended that the employee is provided with the opportunity to complete their probationary period in order to ensure that they have been given every reasonable opportunity to meet the required standards of performance, conduct and / or attendance. However, in situations where there is factual evidence that clearly suggests that the employee is wholly unsuitable for continued employment, Cambridgeshire Fire and Rescue Service reserves the right to dismiss an employee at any time during the probationary period.

Line managers must consult with the HR Group before proceeding to a formal probationary review meeting which will consider the possible termination of employment. For more guidance on the procedure to be followed, please refer to the **toolkit**.

The employee must be notified in writing of the details of the formal probationary review meeting and provided with a minimum of 7 calendar days



notice. The employee has the right to be accompanied to a formal probationary review meeting by a Trade Union representative, or a colleague of their choice from Cambridgeshire Fire and Rescue Service.

Because the meeting will consider the employee's possible dismissal, the meeting must be chaired by an Area Commander or a Director.

The outcome of the meeting will be confirmed to the employee in writing within 7 calendar days of the meeting.

APPEAL AGAINST TERMINATION OF EMPLOYMENT

Employees have the right to appeal against the decision to terminate their employment due to a failure to meet expected standards of performance, conduct and / or attendance during the probationary period. An appeal must be made in writing within 7 calendar days of receiving written notification confirming the decision to terminate the contract of employment. However, if there is an unreasonable delay in the employee receiving the written notification, (for example, the employee does not pick up the letter from the post office until two weeks after it was sent) this will not extend the appeal deadline unnecessarily.

The appeal will normally be heard by a higher level of manager than the one who heard the original formal probationary review meeting and who has the authority to amend the original decision if appropriate. Wherever possible, the appeal manager will also be someone who has not been involved in the process to date and who has

The employee must be notified in writing of the details of the appeal meeting (which will be held as soon as is reasonably possible) and provided with a minimum of 10 calendar days notice. The employee has the right to be accompanied to an appeal meeting by a Trade Union representative, or a colleague of their choice from Cambridgeshire Fire and Rescue Service.

For more guidance on the procedure to be followed, please refer to the **toolkit**.

The outcome of the appeal hearing must be confirmed in writing to the employee within 7 calendar days of the meeting.

The decision of the appeal hearing manager is final, and there is no further right to appeal.

TO: Policy and Resources Committee

FROM: Equality and Inclusion Adviser

PRESENTING OFFICER(S): Samantha Smith, Human Resources Business Partner

Telephone: 01480 444500

Sam.smith@cambsfire.gov.uk

DATE: 8 December 2016

EQUALITY AND INCLUSION COMPLIANCE REPORT 2015/16

1. Purpose

- 1.1 To inform the Fire Authority, employees, the general public and partners on equality progress in the year 2015/16 and identify areas for attention in future years.
- 1.2 To meet the requirements of Equality Act 2010 (Specific Duties) Regulations 2011 - **“to publish information to demonstrate compliance with the public sector equality duty and update this at least annually”** and make this available to the stakeholders mentioned above and regulators.

2. Recommendation

- 2.1 The Policy and Resources Committee are requested to approve the report attached at Appendix 1.

3. Risk Assessment

- 3.1 **Legal** - the Equality Act 2010 requires the Authority to publish information demonstrating our compliance with the public sector equality duty. The duty requires us to have due regard to the need to:

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

We achieve the publishing requirement by communicating this annual report to relevant stakeholders and agencies and by placing it on the Service website.

- 3.2 **Political** - by reporting equality trends and outcomes relevant to workforce

and service delivery, the Policy and Resources Committee is able to monitor performance and ensure positive outcomes for the most disadvantaged and vulnerable communities are achieved.

- 3.3 **Social** - by communicating our progress towards improved equality outcomes for communities and our workforce, we aim to improve engagement with protected characteristic groups, particularly those who are disadvantaged or vulnerable. This in turn allows us to understand more about what they need from our services and employment practices and how we can bring about positive outcomes for them.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2015-18	Service HQ Hinchbrook Cottage Brampton Road Huntingdon	Alison Scott Equality and Diversity Adviser 01480 444537 Alison.scott@cambsfire.gov.uk
Equality Act 2010		
Service Equality Impact Assessments		



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE



Equality and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
April 2015 – March 2016**

Introduction

Section 1 - Progress on Equality Objectives 2014-16

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Training and development

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

Appendix 2 - Equality Impact Assessment Summary 2015/16

Introduction

The purpose of this report is to provide members of the general public, service users, employees, Fire Authority, regulators and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the public sector equality duty for the year 2015/16 as required by the Equality Act 2010.

The general equality duty requires the Authority to:

- eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

There are **nine protected characteristics** defined by the Equality Act 2010: age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Under the specific duties of the public sector equality duty, we are also required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our equality objectives are developed by the Inclusion Steering Group, agreed by Directors and ultimately the Fire Authority. They are set within the context of a three year equality strategy and reviewed annually. Our equality objectives for 2015 – 18 are to:

- carry out an employee engagement survey, report findings to staff and develop action plan to address any identified need for change.
- develop and implement a new equality and inclusion strategy with specific, measurable, achievable, realistic, time bound (SMART) action plan.
- analyse lack of diverse representation at all levels of organisation and begin to address.
- develop a positive action strategy and action plan aimed at improving diversity in recruitment, selection, development and progression.
- develop partnerships with additional voluntary sector agencies to share data, identify and target the most vulnerable in our communities.
- improve confidence and trust of staff so more feel able to share protected characteristic data.
- embed “one team” behaviours throughout the Service.

- provide an accessible and cost effective solution to any language barriers in delivering services.

This report will provide evidence of progress against these objectives as well as giving examples of how inclusion and equality are considered and delivered in our day to day work.

To ensure we consider the impact of our activities on different groups and identify specific needs of different communities, we assess all proposed new activities and decisions for equality impact. This helps us remove any inadvertent discrimination and maximise the advancement of equal opportunity. The demography of Cambridgeshire and Peterborough (Census 2011) and a summary of the equality impact assessments carried out in 2015/16 are attached at Appendices 1 and 2 respectively.

Section 1 - Progress on Equality Objectives 2014-16

Overall progress 2014-16

In 2014 we invited a peer assessment team into the organisation to conduct a review of CFRS against the fire and rescue service equality framework. As we were awarded “achieving” standard in July 2009 we invited assessment against the next level of “excellent”. In November 2014 we enjoyed a three day visit by a team of five external assessors from fire and rescue, local government and equality and inclusion specialisations.

The peer team concluded *“Cambridgeshire Fire and Rescue Service has made significant progress since it was last peer reviewed against the Equality Framework in 2009 and with some further work in a number of key areas, the Service should be able to achieve the excellent award.”* An action plan was provided to help us achieve this and a further review of our progress was carried out in November 2015. The Service was delighted to be awarded the “excellent” standard following that review; a full report can be found on our website.

Progressing our equality objectives

Carry out an employee engagement survey, report findings to staff and develop an action plan to address any identified need for change.

An external company was commissioned to carry out an employee engagement survey and a number of questions around the working environment were asked including perceptions of bullying and harassment.

The survey and analysis was completed in May 2015 with an excellent return rate of 70% achieved (631 questionnaires issued and 444 returned). Findings were shared with managers, staff and trade union representatives. Much of the feedback was positive but it also highlighted some clear areas of lack of engagement that needed to be addressed.

As a result of the findings, a number of engagement workshops were planned through October and November 2015 to provide staff an opportunity to work on solutions to the problem areas which were;

- staff not feeling their opinions were heard
- leadership
- change management
- work life balance
- trust in the senior management team.

An action plan has been developed from these workshops and progress on this continues into 2016/17.

The feedback on levels of bullying or harassment was surprising, given the confidence levels in the management of these were quite high and there were no other indicators that this was an issue. It was agreed that further work would be done to better understand the issues before solutions could be found and this work continues in to 2016/17.

An analysis of responses by demographic group has been carried out as far as possible but small data sets for ethnicity and sexual orientation meant they could not be included. This showed female staff's engagement and satisfaction levels are at least as high as males and disabled staff are at least as engaged and satisfied as non-disabled staff.

Develop a new equality and inclusion strategy with a SMART action plan.

Feedback from the peer assessment process helped us to develop a fresh three year strategy, along with information about known inequalities within our communities and workforce.

Our 2015-18 strategy and associated action plans were agreed by the Authority in October 2015 and progress against these is reviewed at quarterly Inclusion Steering Group meetings. The need for a fresh and strategic approach to positive action resulted in a separate strategy and action plan being developed to improve the diversity of our workforce.

Analyse lack of diverse representation at all levels of organisation and begin to address.

Workforce equality analysis and reporting were improved to include six of the nine protected characteristics (age, disability, ethnicity, religion or belief, sex, sexual orientation); analysis of recruitment and selection; analysis of discipline and grievance cases; leavers; returns after maternity leave; training; equal pay gap as well as workforce diversity and this year (2015/16) some promotion and progression data has been included. The aim of this is to help us better understand trends, inconsistencies and disproportion in the diversity of our workforce that can then be addressed as required. Further analysis of workforce diversity and year on year trends is given in Section 3 – Staff Profile

In March 2014 a survey was carried out to understand why wholetime women operational staff seemed reluctant to apply for promotion. While the returns were limited in number, they pointed to concerns about transparency and understanding of the promotion process. There were no major issues that seemed to indicate the experience of women was different from men although the location of some specialist training at Fire Service College was raised as a disincentive. It was clear from the responses that women did not want to be seen as having "different" treatment in their training and development compared to male colleagues.

Partly in response to this, the Service introduced an “Insight” development programme for operational and support staff who aspire to a management role. The first cohort started in May 2015. The aims of the programme over six months are to help staff;

- develop insight into their personal style, strengths and areas that could be hindering effectiveness.
- develop wider relationships both internally and externally.
- gain confidence and competence by developing varying skills.
- gain a broader external perspective and knowledge into the Service.
- create a personal development plan for the future.

As the first of its kind the programme was promoted to staff through a series of road shows. Of the 26 accepted on to the first two programmes, 10 (38%) are women which is higher than the overall proportion of women in the Service (20%).

Carry out positive action in connection with wholetime recruitment and develop a positive action strategy and action plan for the long term.

In preparation for the wholetime recruitment campaign in February 2015, a concerted effort was made to ensure under-represented groups were encouraged to apply. This included running three “have a go” sessions, one aimed at women reporters and one aimed specifically at women, using social media for the first time to target specific groups, profiling staff members from under-represented groups on website, holding information sessions in community centres where there is ethnic and cultural diversity, advertising through Women in the Fire Service and Asian Fire Service Association networks and in lesbian, gay, bisexual and transgender (LGBT) press, posters aimed at specific groups were used in relevant locations (for example gyms, high diversity community areas) and YouTube video.

A total of four women reporters took part in a “have a go” day and there was a range of media coverage as a result. Forty-two people attended the “have a go” sessions, of which 20 were women. The “have a go” advert aimed at women reached 20,770 women in six days and resulted in 368 clicks to our website.

Thirteen per cent of applicants were women (compared to seven per cent in 2014); six per cent identified as being of black or minority ethnic group (compared to four per cent in 2014); five per cent requested reasonable adjustments for disability and three per cent identified as lesbian, gay or bisexual. Full analysis of wholetime attraction and selection is given in Section 3 – Staff Profile.

Work more proactively with the voluntary sector to further reach those most at risk.

Olive Branch Initiative - This initiative is aimed at organisations that have direct contact with people who are vulnerable within our communities. This includes voluntary sector organisations, charities supporting vulnerable people and care companies providing supported living. The programme delivers training on hazard identification and how hazards can be different depending on people’s individual circumstances and nature of any vulnerability. The programme then provides a referral route for those trained to identify fire risks directly into the Service. The Service has set itself the target of taking action in 100% of Olive Branch referrals received.

CFRS delivered its first Olive Branch training to Red Cross and Support and Resettlement at Home teams in Peterborough in April/May 2015. Since then CFRS have also begun delivering the programme to other organisations throughout the county such as MIND and Alzheimer's Society. This scheme presents us with opportunities to work differently in the best interests of those that need us most. CFRS staff can also call upon other partner agencies if necessary to maximise the support.

Mental Health First Aid Training - CFRS staff have received mental health first aid training working in partnership with MIND. The certified training is part of an initial trial to ascertain what level of mental health training will support CFRS personnel in undertaking their engagement and intervention work in the communities. As an outcome we will look to expand the programme of mental health training for CFRS staff as the Service looks at new ways of working towards a broader "Safe & Well Visit" rather than just focus on fire as a specific hazard.

Red Cross - CFRS seconded a member of staff into the Red Cross in May 2015 to assist with a government driven initiative to reduce the burden on local hospital bed spaces. During the secondment the individual trained all Red Cross volunteers in fire risk assessments in the home and set up robust referral pathways between agencies.

Water Safety - National recognition confirmed the Service's own data analysis that the number of water related deaths was growing at an alarming rate. CFRS worked in collaboration with a Royal National Lifeboat Institute experienced subject matter expert to build an educational tool for Key Stage 2 students. By working together the most relevant and appropriate life skills are being delivered by front line staff, ensuring that all Cambridgeshire students at this age group are safe near water.

Age UK - Age UK, Care network and CFRS have worked together to establish robust referral pathways should the individual sector staff identify individuals in need of support and assistance they themselves are unable to provide. CFRS routinely, with the consent of the resident, instigate this additional support to assist them to stay in their own home longer.

Dementia Friends –Staff trained to be dementia friends' champions continued to deliver Dementia Friends awareness sessions to operational and support staff across the county. Some sessions have included members of the public and other organisations e.g. Housing Association. By raising awareness, staff have supported events at dementia cafes organised by Alzheimer's Association in St Ives, Ely and Peterborough. A number of staff have also done voluntary work at the cafes.

Alcohol Awareness (with Cambridgeshire Drug and Alcohol Action Team and Addaction) - In Fenland crews participated in a lecture delivered by Cambridgeshire County Council. This was based on alcohol awareness, recognising the signs of excessive alcohol use and where to go to for further assistance. We now plan to work with both teams to build this assessment and referral pathway into the new Safe and Well visit we will be delivering in 2016/17.

Build greater confidence and trust so all staff feel able to share protected characteristic data.

A campaign to identify barriers and communicate the need to have quality diversity data on staff began. By ensuring staff have a good understanding of why we ask for personal data, how it is stored, used and protected as well as the technical knowledge to do it, we can more easily identify where the lack of sharing data is about fear or trust issues and so deal with those separately. The campaign involved;

- identifying with human resources group current levels of data sharing across different groups and roles of staff to see if there were any significant trends.
- communicating the problem, need and importance to managers and staff by email and at relevant meetings.
- briefing and getting buy in from equality network.
- hosting drop in sessions to explain how to update the workforce database and providing reassurance on confidentiality.
- developing a “how to” guide explaining the method of entering data.
- setting up a “review log” for staff to complete to ensure they had at least reviewed their data and been given a chance to complete it.

The outcome was that levels of data sharing across sexual orientation and religion/belief improved from 50% of staff sharing this information to 77%. This continues to be regularly monitored and we now have more comprehensive data on the diversity of our staff so gaps can be identified.

Ensure one team approach has been embedded at all levels of the organisation.

In summer of 2014, work to refresh the former leadership charter began. A series of workshops was held with staff to capture their understanding of the behaviours of successful teams. These were then established as the “one team behaviours.” There were several more drafts and discussions culminating in a briefing at a managers forum in January 2015.

To embed the behaviours managers have been encouraged to use these in 1:1s and at performance and development reviews as well as for praising or giving feedback to staff. Once new branding had been applied, the behaviours were displayed in poster format and sent to every CFRS station and premises. As well as “blogging” on the intranet, an e-learning package was developed featuring a message from the Chief Fire Officer and giving tips on how to use the behaviours. These continue to be embedded and feedback is actively sought.

Provide an accessible, cost effective solution to any language barriers in delivering services.

While there is a procedure in place to access translation or interpreting services when needed, this is used only where the most serious risks exist. An emergency incident phrasebook is also available to crews but feedback indicated that a technological solution would be quicker and more flexible to use. A review of mobile technology which could

include an automatic translation facility is planned for 2016/17. In the meantime, a new paper based communication aid is being developed to aid communication with British Sign Language users, people with hearing or speech impairments as well as those who do not understand or speak English at an emergency incident.



Section 2 - Community Service

Reducing community risk

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

The information monitored is mainly about the nature of the premises, the cause and origin of fire etc however human behaviour and safety awareness also plays a part in fire risk and so information about the gender, age, ethnicity, mobility and other relevant circumstances is collected to help us identify those most at risk and take action to keep them safe.

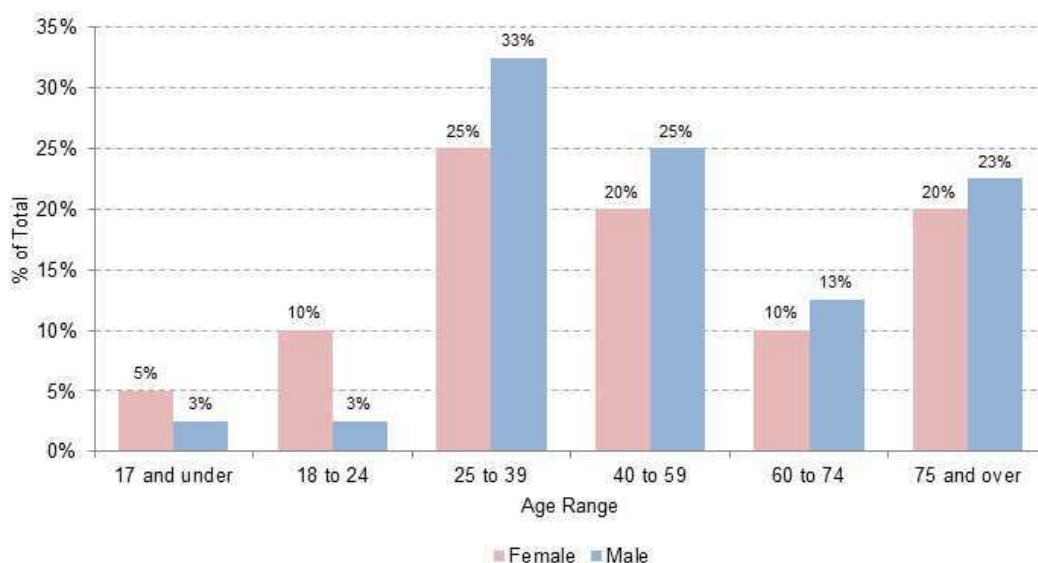
Population census data is also used to help us understand our different communities and to compare how effective we are at delivering prevention services with the population demographic as a whole. This helps us identify any barriers that may exist in providing prevention services to all who need it.

Age and gender

The number of accidental primary fires shows a steady decline from 2011/12 (671 fires) to 2014/15 (619 fires) followed by an 8.7% increase in 2015/16 to 673. However, the number of accidental primary¹ fires resulting in an injury has remained fairly static and in 2015/16 was slightly higher (46) than the previous year (41). This equates to 60 people injured in a fire, the highest numbers occurring in Fenland (17) and Peterborough (13).

An analysis of those injured in fires shows 62% of all accidental primary fires, which resulted in an injury, occurred in a home. Further analysis and comparison with population data shows that those over age 75 and in the age group 25-39 are disproportionately likely to be injured in an accidental fire when compared to census data. There is variation between the genders with men in these groups more likely to sustain injury.

Chart 1. Age Range and Gender of those Injured in Accidental Primary Fires
(fatal and non-fatal injuries)



¹ Primary fire is one

Inclusive services

Equality monitoring and analysis

As most accidental fires occur in the home, free home fire safety checks were offered to those at most risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. To ensure that our targeting is reaching the right people and that no particular group is less likely to take up the offer we monitor the age, gender, disability, ethnicity, religion or belief of residents.

The Service delivered 3,402 home fire safety checks in 2015/16 and 70% of those residents provided equality data. The tables below show the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Gender	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)	Age	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)
Males	41.5%	49.8%	Under 17	0.1%	21%
Females	58.5%	50.2%	18 - 24	2%	10%
			25 – 39	10%	21%
			40 - 59	12%	27%
			60 - 74	30%	14%
			75 and Over	46%	7%

Ethnic Group	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)	Religion	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011)
White British, English, Scottish Welsh, Northern Irish	90%	81%	Buddhist	0.4%	0.5%
Other White-Irish, Gypsy Traveller, Other	5%	9%	Christian	74%	58%
Mixed/Multiple Ethnic group	0.8%	2%	Hindu	0.8%	1%
Asian/Asian British	3%	6%	Jewish	0.2%	0.2%
Black or Black British	0.7%	1%	Muslim	1.6%	3%
Other Ethnic Group – other	0.3%	1%	Sikh	0.2%	0.3%
			Any other religion or belief	1.7%	0.4%
			No religion or belief	21%	29%
			Religion not stated		8%

Disability	% Home fire safety checks done	% in Cambs and Peterborough (Census 2011) where day to day activities are limited a little	% in Cambs and Peterborough (Census 2011) where day to day activities are limited a lot
No disability	54%		
Learning disability	1%		
Mental disability	6%		
Mobility disability	32%		
Physical disability	17%		
Sensory disability	0%		
Total disability	56%	9%	7%

While there is still a higher engagement rate with women than with men, the gap is smaller compared to previous years (males = 36% previous year). Seventy-six per cent of home fire safety checks were delivered to people over 60 – an increase on 67% in the previous year. This age group is still the biggest “at risk” demographic group so this high proportion is appropriate.

The proportion of home fire safety checks delivered to minority ethnic communities is still lower than the population totals. Most of the ethnic minority communities have a lower age demographic than white British population which may account for this however monitoring continues to ensure engagement with these groups does not fall and opportunities are taken to engage with the many different communities in the county.

The proportion of home fire safety checks delivered to people who identify as Christian is still high compared to census data but is more consistent for other religions with the exception of Muslims; we continue to work to engage with different faith groups.

The proportion of home fire safety checks carried out for those with disabilities is high compared to population generally (16%) and higher than the previous year (total disability 2014/15 = 49%) and reflects the Service’s focus on delivering these to those at most risk.

Information about sexual orientation is not requested as it is sensitive personal data. However national and local research into the needs and views of the LGBT population indicates that older people in this community often feel isolated, lack trust and confidence in many public services based on past experience and believe there is a lack of awareness among public service staff – particularly around transgender issues². In December 2015, “Encompass” – a local LGBT support group delivered an awareness session into the needs and concerns of local LGBT people to operational and community safety staff. We continue to demonstrate support for LGBT communities for example through the national pre-launch of LGBT History Month and the signing of the Equality Pledge in Cambridge, November 2015.

² Cambridge City and South Cambridgeshire Lesbian, gay, bisexual and transgender Q Needs Assessment 2014 – Encompass Network

Community engagement

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

Migrant workers

Operation Pheasant which aimed to tackle the complex issues of migrant exploitation, illegal gang masters and poor conditions in private rented housing in Fenland, particularly in Wisbech, won a partnership award for the Service along with Police and other agencies.

Children

Annual multi-agency “Safety Zones” took place at Huntingdon, Cambridge, March, Whittlesey and Dogsthorpe fire stations. These events provide interactive workshops for children to raise awareness and educate them on fire safety, road hazards and personal safety.

Young people

Participants on the Prince’s Trust Team programme, which is based in Wisbech and run jointly by fire and police services, researched, scripted, directed and shot a film on the impact of arson as part of their community work on the 12-week personal development course.

Disability and mental health

Staff supported Dementia Café events in St Ives, Peterborough and Ely during Dementia Awareness week and throughout the year.



Gender - young women

A group of girls from Huntingdon Youth Centre took part in the Right Choices project and tackled various tasks working with the Tactical Delivery Group. Firefighter Sonya Hawes said *"This was an opportunity for the group to push their boundaries and face their fears in some cases. The scenarios we set up allowed them to be both casualties from a road traffic collision as well as be the crew carrying out a rescue. Both exercises made the group look honestly and safely at the risks they had been exposing themselves to and consider the consequences not only to themselves but those around them"*.

Sexual Orientation

The Service signed up to support the Equality Pledge to show its continued commitment to LGBT equality at the launch event for LGBT History Month organised by the University of Cambridge. Staff of the equality network were there to talk about the role of the Service.



Ethnicity

Our new website launched in March 2016. This includes a Google translate feature which means all content can be accessed in over 100 languages.

Complaints

The Service received a total of 19 complaints from the public (15 in previous year) all of which were investigated and five were upheld. These covered;

- Driving/parking - 5
- Damage to property - 3
- Customer service – 1
- Inappropriate behaviour – 1
- Use of CFRS premises - 1
- Information sharing - 2
- Fire safety - 5
- Charging by the Service - 1

None were related to equality or inclusion.



Section 3 - Staff Profile

Workforce diversity and distribution

The Service monitors staff protected characteristics at point of recruitment and provides existing staff with the facility to input or update their details in the human resources database on a self-service basis.

As at 31 March 2016, we employed 664 staff. The staff profile by role and protected characteristic is given in Tables 1 – 6 below.

Some protected characteristic information is sensitive personal data and is not reported where there could be a chance of identifying individuals. Therefore information on sexual orientation, disability, ethnicity and religion or belief is not disaggregated by workgroup.

Table 1a – gender by staff group and role

Protected Characteristic		Wholetime		On-Call		Control		Support		Total
		FFs	Managers ¹	FFs	Managers ¹	FFs	Managers ¹	Staff	Managers ²	
Gender	Male	123	111	155	75	4	2	41	21	532
	%	18.5%	16.7%	23.3%	11.3%	0.6%	0.3%	6.2%	3.2%	80.1%
	Female	13	2	10	0	17	20	50	19	132
	%	1.6%	0.2%	1.6%	0%	2.5%	3.0%	7.5%	2.9%	19.9%

Table 1b – gender distribution – operational staff only

Protected Characteristic		Wholetime	On-Call	Total
		Firefighters & Managers	Firefighters & Managers	
Gender	Male	234	230	464
	%	94%	95.4%	94.7%
	Female	15	11	26
	%	6%	4.6%	5.3%

There has been a welcome increase in the number of female operational staff (26 compared to 21 in previous year) although women remain very under-represented in operational roles. The increase can be attributed to successful positive action to attract women to consider firefighting as a career prior to wholetime recruitment campaigns. Disappointingly no On-Call women are in the role of Crew Commander or above and this deserves more scrutiny. At 5.3% the proportion of women in operational roles is slightly higher than the national average of 4.4% (4.8% wholetime and 4% On-Call).³

The demographic picture for Control staff shows little change and is still predominantly female in both Firefighter (Control) and managerial roles. It is intended that future positive action initiatives should proactively promote Control roles to men. There is a better gender balance in support roles with a slightly higher proportion of women and men (40) in managerial roles compared to last year (33).

³ NJC report of the Inclusive Fire Service Group June 2016

Table 2 - Age band by staff role

		Wholetime		On-Call		Control		Support		Total
		FFs	Mgrs ⁴	FFs	Mgrs ⁴	FFs	Mgrs ⁴	Staff	Mgrs ⁴	
Age	< 36	49	12	83	13	9	11	31	7	215
	%	6.2%	1.8%	11.6%	1.9%	1.3%	1.6%	4.6%	1%	32%
	36 - 55	87	96	73	56	12	8	37	22	391
	%	12.3%	14.3%	10.2%	8.3%	1.8%	1.2%	5.6%	3.3%	59%
	> 55	0	5	10	6	0	3	23	11	58
	%		0.6%	1.5%	0.9%		0.5%	3.5%	1.6%	9%

The age profile of the workforce is an ageing one as is the case nationally. Sixty-eight per cent of our workforce is 36 and over which is slightly lower than the national average of 78%. Succession planning continues to be managed with regular promotion processes and annual recruitment programmes.

Table 3 – ethnicity of workforce

Protected Characteristic	Firefighters/Staff	Managers ⁴	Total
Staff total	414	250	664
Total declaring	392	244	636
White British/Irish	375	234	609
%	95.6%	95.9	95.7
White other	5	5	10
%	1.3%	2%	1.6%
Minority ethnic group	12	5	17
%	3%	2%	2.7%

The proportion of black, Asian and minority ethnic staff (BAME) (including white other) is 4.3% which is an increase on two previous years (2014/15 = 2.8%; 2013/14 = 3.1%). However the total proportion of BAME staff excluding white other is 2.7% - lower than the national average of 3.2% for fire and rescue services. This is also very low compared to the percentage of working age population in the county who identify as BAME (9.8%). The proportion of BAME managers at 2% is slightly lower than for firefighters/staff at 3%.

⁴ Managers refers to Crew Commanders and all roles above.

Despite efforts to attract BAME workers to our positive action events and recruitment processes, there has been poor take up. In developing our positive action plan for the next three years, we recognised that attracting a more ethnically diverse workforce requires a long term approach, building sound relationships with minority ethnic communities. One strand of our positive action plan is aimed at building engagement with under-represented groups into the day to day work of our operational crews.

Table 4 – disability of workforce

Protected Characteristic	Firefighters/Staff	Managers⁵	Total
Staff total	414	250	664
Total declaring	228	128	356
Disabled	20	20	40
%⁵	8.7%	15.6%	11.2%

At 11.2% this is a considerable increase on the previous year (4.9%). While some of this may be down to a concerted effort to improve the sharing of all protected characteristic data, there is still a high number of staff who have not shared information about disability. While the overall number of disabled staff is low compared to estimates of disabled people in Cambridgeshire of working age, this is not unexpected in a Service where the majority of staff have a physical role. However the proportion of those in management posts is better. In July 2016, the Service was awarded “Positive about Disability” status for the seventh consecutive year. This commits us to;

- interviewing all disabled applicants who meet the minimum criteria for a job vacancy.
- ensuring there is a mechanism to discuss annually with disabled employees what can be done to make sure they can develop and use their abilities.
- making every effort when employees become disabled to make sure they stay in employment.
- taking action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
- review the five commitments annually.

⁵ Percentage is of staff and managers declaring

Table 5 – sexual orientation of workforce

Protected Characteristic	Total
Staff total	664
Staff sharing information	580
Heterosexual	500
% of those declaring	86.2%
Lesbian, Gay or Bisexual	9
% of those declaring	1.5%
Prefer not to say	71
% staff sharing	12%

National data on sexual orientation varies, with estimates of those who identify as lesbian, gay or bisexual ranging from 2% (ONS) to 10% (Stonewall). The proportion of staff who identify as lesbian, gay or bisexual is therefore low and there is still a high proportion of staff that choose not to share that information although that has reduced significantly from 49% in 2014/15.

Table 6 – religion or belief of workforce

Protected Characteristic	Total
Staff total	664
Total declaring	560
Christian	275
%	49%
Other religions ⁶	8
%	1.4%
No religion	225
%	40.2%
Prefer not to say	38
%	6.8%
Not stated	104
% of total workforce	15.6%

The proportion of staff of no religion is higher than the county average of 29% (Census 2011), lower than the population of other religions (5%) and lower than the Christian population (58%).

Towards the end of the year, the need to refresh our positive action approach was recognised and a positive action strategy to address lack of diversity across the Service has since been developed.

⁶ Buddhist, Hindu, Jewish, Muslim, Sikh combined

Analysis of leavers

Table 7a – reasons for leaving

Reason	Wholetime Operations	On-Call Operations	Control	Support	Total
Redundancy				1	1
Ill health retirement (not service related)	3				3
Retirement (length of service)	6	4	1	1	12
Voluntary resignation	5	31	4	6	46
End of fixed term contract				1	1
Dismissal		1			1
Other	1	3		1	5
Total	15	39	5	10	69

The number of staff leaving the Service has fallen by almost a third compared to the previous year. The reduction is all within operations with 54 staff leaving compared to 82 in the previous year. The number of staff leaving from Control and support roles is similar to last year.

The proportion of people in each equality group leaving the Service is in keeping with overall numbers and gives no cause for concern from an equality perspective.

Table 7b – diversity of leavers

Leavers	Gender		Ethnicity	Disability	Religion or belief	Sexual orientation	Age groups			
	M	F					17-25	26-35	36-45	>45
Resigned	36	10	1	0	0	0	3	17	16	10
Other	19	4	0	0	0	1	0	4	0	19
Total	55	14	1	0	0	1	3	21	16	29

Analysis of disciplinary cases and grievances

Discipline (informal and formal) and grievance cases are monitored across the protected characteristics to see if there are any trends that indicate specific groups are more likely to be affected. Table 8 shows an analysis of formal disciplinary cases for 2015/16 and Table 9 shows grievances.

Table 8 – Discipline (formal)

Disciplinary Cases 2015/16	First Formal Stage	Second Formal Stage
Total numbers	3	0
Issues	2 – availability 1 – bad behaviour	0
Outcomes	3 x first formal warning	0
Gender	3 male	0
Ethnicity	3 white British	0
Sexual orientation	Not reported	0
Age group	1- 26-35 1 -36-45 1 >45	0
Disability	None	0

In addition to these a further 64 issues were dealt with informally where the outcome was an informal warning. Further analysis of these issues and comparison with the workforce demography shows BAME staff are slightly more likely to be involved in informal discipline (4.4% compared to 2.6% overall staff) and women are less likely to be involved (4.5% compared to 19.9%).

Table 9 – Grievances

Grievance cases 2015/16	
Total numbers	8
Issues	Hours/annual leave/expenses/duty system – 4 Health and safety – 1 Transfer request – 1 Poor service practice – 1 Bullying - 1
Outcomes	1 dealt with formally; all others informally resolved.
Gender	All male
Ethnicity	7 white British and 1 not stated
Sexual orientation	Not reported
Age	1 – 26-35 4 – 36-45 1 > 45
Disability	No disabilities stated

Return to work after maternity leave

Seven employees went on maternity leave during the period in question. Six returned to work, one is currently on maternity leave and there were no non-returners. This represents an 85% maternity return rate over the last two years (April 2014 – March 2016) and continues to be a positive trend.

Equal pay gap

Reviews of equal pay data (support staff only) were carried out in 2009, 2011 and 2015. A few anomalies were identified in the March 2015 analysis with average male salaries more than average female salaries in a number of bands. Length of service accounted for some but not all of these anomalies. Other issues identified were a lack of consistency in starting salaries and market pressures on ICT salaries.

A recommendation was made for a pay policy review to be carried out in 2016/17 to address these issues and this work continues. An external equal pay audit is also planned for 2016/17. All support posts are subject to job evaluation using the HAY system and evaluations for CFRS are carried out by Cambridgeshire County Council.

A Government proposal to introduce mandatory equal pay reporting for all public sector staff (including operational and Control staff) with effect April 2018 is currently under consultation and is likely to require a fresh approach to equal pay reporting.

Recruitment analysis – attraction and success rate of job applicants

On-Call duty system

Tables 10a and 10b below give diversity data for applicants and recruits to the On-Call duty system and a comparison with the previous year.

Table 10a

On-Call applicant criteria	2015/16 (156)		2014/15 (158 total)	
	Female	Male	Female	Male
Number / %	17/11%	139/ 89%	22/14%	136/86%
	Black/minority ethnicity	White other	Black/minority ethnicity	White other
Number / % ethnic group	13/8%	8/5%	8/5%	17/11%
Number / % with disability	5/3%		4/3%	
Number / % age group 17-25	52/33%		53/34%	
26-35	74/47%		63/40%	
36-45	24/15%		25/16%	
46+	5/3%		10/6%	

Number /% Lesbian, gay, bisexual	3/2%			6/4%		
	No religion	Christian	Other religion	No religion	Christian	Other religion
Number /% religion or belief	94/60%	51/31%	4/3%	80/55%	59/40%	4/3%

The proportion of women applicants has declined slightly again. However applicants of BAME groups have increased while those from “white other” backgrounds have reduced. We continue to encourage diversity through our On-Call recruitment publications, information evenings and through our website which profiles On-Call staff members. A dedicated Recruitment Officer provides support to On-Call stations and in March 2016 a new ICT process to receive applications and track the recruitment process was introduced which streamlines the recruitment process and reduces the likelihood of unconscious bias. In December 2015, all staff involved in selection processes attended a workshop on standardisation in interviewing and unconscious bias.

Table 10b

On-Call recruit criteria	2015/16 (27 total)		2014/15 (24 total)	
	Female	Male	Female	Male
% by gender	11%	89%	13%	87%
	BAME	White other	Black/minority ethnicity	White other
% ethnic group	4%	4%	0	0
% age group 17-25	22%		41%	
26-35	59%		41%	
36-45	15%		18%	
46+	4%		0	
Disability, religion or belief and sexual orientation	Data sets too small to disclose			

For the first time in six years, successful recruits have come from a BAME or “white other” background. We continue to analyse the exit points from the recruitment process by equality group to identify trends however there is no specific area of the process where BAME applicants fail. The biggest exit reason for all candidates is individuals withdrawing themselves because of a change in circumstances or location, not attending a specific part of the assessment process, living too far away from the station or not being able to give the right hours; this is as true for BAME applicants as it is for white British applicants.

Wholetime duty system

Another recruitment campaign for wholetime firefighters was run in 2015 and a range of positive action activities took place to attract groups currently under-represented in our operational staff (further details on page 6). Applicant and recruit diversity at each stage is analysed and a summary is given below.

Table 12a

Wholetime applicant criteria	2015/16 (221)			2014/15 (225)		
	Female	Male		Female	Male	
% gender	13%	87%		7.5%	92.5%	
	BAME	White other		BAME	White other	
% ethnic group	6%	2%		3%	<1%	
% with disability	1%			3%		
% age group 17-24	39%			42%		
25-35	52%			49%		
36-45	6%			8%		
46+	<1%			<1%		
% L,G,B	3%			3%		
	No religion	Christian	Other religion	No religion	Christian	Other religion
Number /% religion or belief	54%	33%	2%	61%	34%	2%

The diversity of applicants with regard to gender and ethnic group was an improvement on previous years although showed a decline for disability. While the figures are still lower than the demographic make up of the county (10% BAME, 9% other white, 50% female) this provides some indication that effort and resource put into sensible and proportionate positive action measures can bring results. Clearly more needs to be done in engaging with people of different religions and ethnic groups to further increase the diversity of applicants. However this is a welcome turning point which we can build on by replicating what was successful.

Table 12b

Wholetime recruit criteria	2015/16 (21)		2014/15 (16)	
	Female	Male	Female	Male
% by gender	29%	71%	6.3%	93.7%
	BAME	White other	BAME	White other
% ethnic group	10%	5%	0	0
% age group 17-25	33%		25%	
26-35	62%		69%	
36-45	5%		6%	
46+	0		0	
Disability, religion or belief and sexual orientation	Data sets too small to disclose			

While this data set is too small to report in full it can be noted that women and BAME candidates did proportionately better through the recruitment process compared to the number of applicants. Two of the successful candidates had attended a “have a go” day which aims to provide a realistic and supportive experience of the role of a firefighter. While some sessions are open to all, some are specifically for women and advertising is aimed at under-represented groups. These events form part of our positive action plan which focuses on specific events linked to recruitment processes as well as building longer term relationships with a range of communities which is sustained and built into “business as usual” for all our staff.



Support and Control Recruitment

A total of 15 support and Control vacancies were advertised in the reporting period. The diversity of applicants and successful recruits compared with the previous year is given below.

Table 13a – support and Control applicants

Support and Control applicant criteria	2015/16 (179 applicants shared some equality data)			2014/15 (176 applicants total)		
	Female	Male		Female	Male	
% by gender	56%	44%		34%	66%	
White other	BAME	White other		BAME	White other	
% ethnic group	5%	7%		7%	8%	
% disabled	2%			7%		
% age group						
17-24	18%			16%		
25-35	30%			26%		
36-45	18%			19%		
46+	27%			35%		
% LGB	3.6%			3%		
	No religion	Christian	Other religion	No religion	Christian	Other religion
% religion or belief	42%	42%	3%	45%	50%	5%

Table 13b – support and Control successful candidates

Support and Control recruit criteria	2015/16 (14 selected shared data)		2014/15	
	Female	Male	Female	Male
% by gender	50%	50%	57%	43%
	BAME	White other	BAME	White other
% ethnic group	7%	0	7%	0
% disabled	0		15%	
% age group				
17-25	43%		15%	
26-35	21%		54%	
36-45	21%		8%	
46+	14%		23%	

% gay, lesbian or bisexual	0%			8%		
% religion or belief	No religion	Christian	Other religion	No religion	Christian	Other religion
	58%	33%	8%	54%	46%	0

Training and Development

Officer In-Charge training

This training course is the first requirement for a competent firefighter to become an Officer In-Charge, a requirement for potential Crew Commanders, both On-Call and whole time; only gender is analysed due to small data set.

Table 14

Officer In-Charge training	2015/16 (22 total)		2014/15 (23 total)	
	Female	Male	Female	Male
% by gender	14%	86%	0	100%

This indicates an improvement in the number of women applying for and attending this first level of optional development.

Development

For operational and combined Control staff development may come in the form of; attending courses to develop skills and knowledge, opportunity to work in a different role or project, opportunity to act up in the role above, having a period of temporary promotion or through a formal assessment process to be considered for the next level of responsibility.

For support staff development may come in the form of; courses (internal or connected to professional improvement), opportunities for secondments or specific projects and through formal assessment processes for different or higher graded jobs.

The following tables give an overview of the diversity of staff applying for and being promoted as well as those who have had acting up or temporary promotion opportunities. The final table shows the diversity of those applying for and gaining access to the "Insight" development programme which aims to develop managers for the future by supporting participants to learn about and develop themselves and equipping them with skills and techniques to do that. This programme is open to all employees across the Service not in substantive managerial posts.

Station Commander Promotion Assessments

As data sets are quite small, two processes held in June 2015 and March 2016 have been amalgamated and percentages only are given.

Table 15

2015/16 processes (applicants 56)				2015/16 shortlisted (21)			2015/16 success (13)		
	Male	Female		Male	Female		Male	Female	
Gender	91%	9%		95.3%	4.7%		100%	0	
Ethnicity	BAME	White other	White British	BAME	White other	White British	BAME	White other	White British
	9%	0	91%	14%	0	86%	8%	0	91%
Disability	Disabled	Not shared	None	Disabled	Not shared	None	Disabled	Not shared	None
	3.8%	54%	96.2%	4.7%	66%	95.3%	0	46%	54%

On-Call opportunities for acting up and temporary promotion (gender)

Fourteen staff were temporarily promoted in the year (temporary promotion being promotion for a period of 28 days or more) for a total of 1,484 days; these were all male staff.

Seventeen staff acted up for less than 28 days for a total period of 203 days; one of these was female.

“Insight” development programme

As previously stated this programme is a development programme available to all employees not in substantive managerial roles. It is a six month programme that aims to;

- develop insight into their personal style, strengths and areas that could be hindering effectiveness.
- develop wider relationships both internally and externally.
- gain confidence and competence by developing varying skills.
- gain a broader external perspective and knowledge into the Service.
- create a personal development plan for the future.

In the year 2015/16, 29 applications for the programme were made; 16 from women staff and 13 from men. All applications were from people who identified as white British with three not sharing their ethnic identity. Of the 12 selected for the programme, six women and six men, all identified as white British.

Demography of Cambridgeshire and Peterborough – Census 2011

Cambridgeshire and Peterborough

Population : 804,841

Gender

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

Average Age
39 years

Median Age
38 years

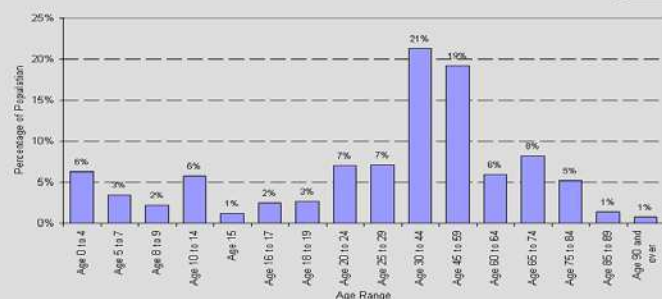
Long Term Health Problem or Disability

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

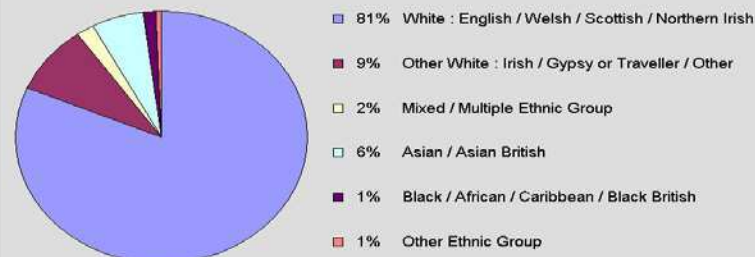
Day-to-day activities limited a little : 9% (70,944)

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

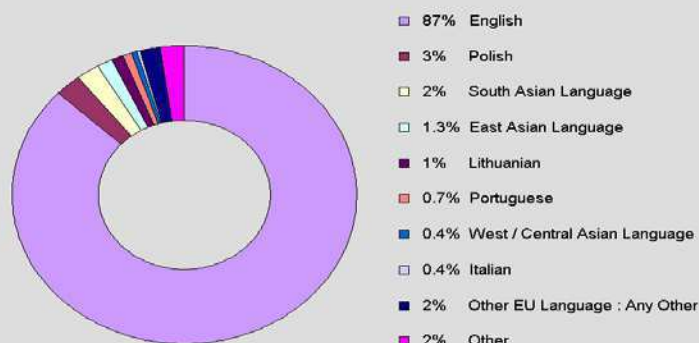
Age Range



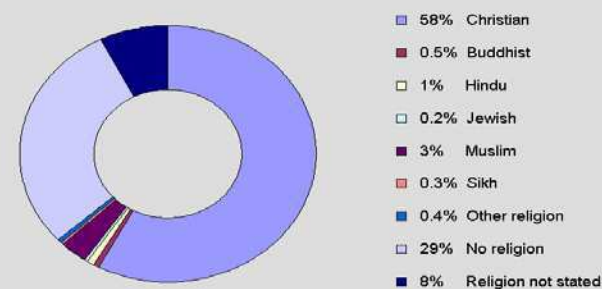
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Cambridge City District

Population : 123,867

Gender

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

Average Age
36 years

Median Age
31 years

Long Term Health Problem or Disability

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

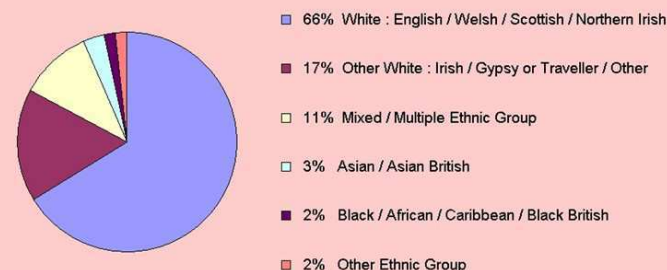
Day-to-day activities limited a little : 7% (9,266)

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

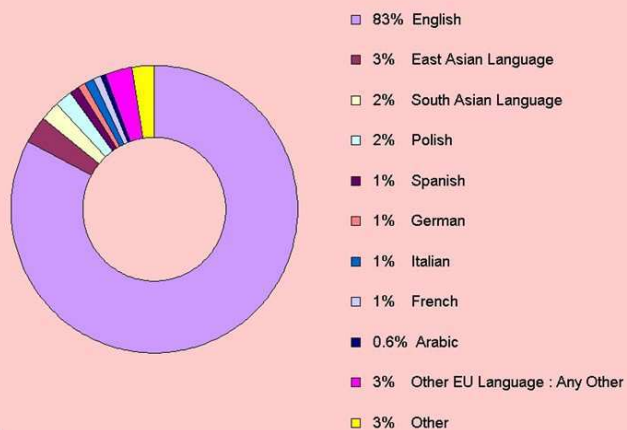
Age Range



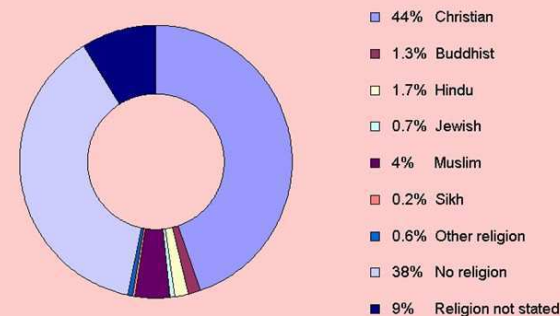
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Peterborough District

Population : 183,631

Gender

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

Average Age
37 years

Median Age
35 years

Long Term Health Problem or Disability

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

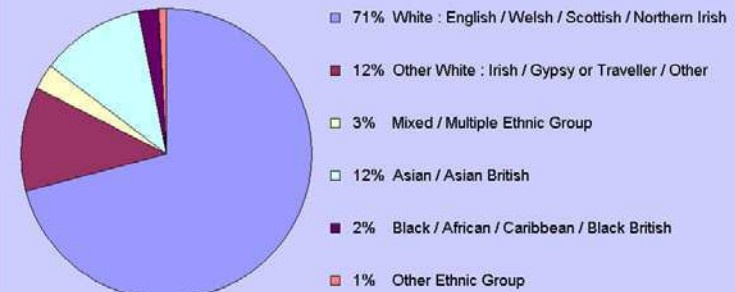
Day-to-day activities limited a little : 9% (16,538)

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

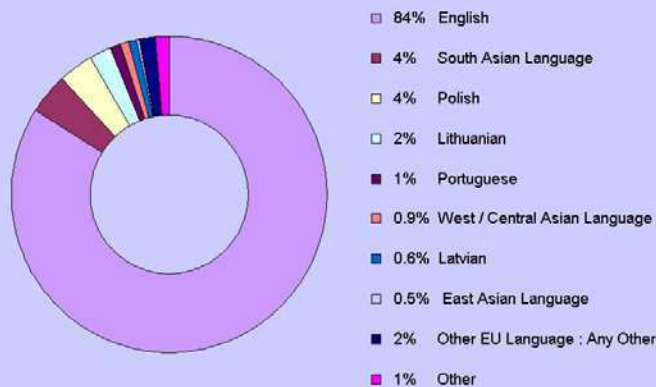
Age Range



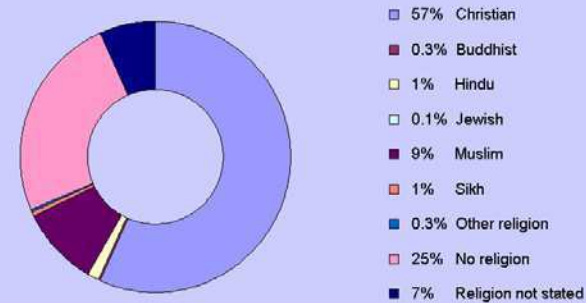
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Equality Impact Assessment Summary 2015/16

Appendix 2

The following projects, policies or decisions were considered for equality and changes made to final outcome as a result.

Project, policy or decision	Function	Impact issues considered	Changes or mitigation
New website development	Media and Communications	Accessibility and appeal of information with respect to nationality, ethnicity, disability, gender, age.	Translation facility included allowing all content to be translated into over 100 languages thus improving access. Website is accessible to non-visual browsers for example screen readers, meaning it can be accessed by those with sight impairments. Flexibility in settings means it can be customised to individual needs supporting people with dyslexia. Positive images of male/female staff from a range of ethnic backgrounds are used to reduce stereotypes of firefighting being a white male occupation. Appropriate content is aimed at young people and children as well as giving advice for care of vulnerable and elderly. Further need to include information on religious festivals where fire safety is affected and information in EasyRead format for those with learning disabilities and carers.
Home fire safety check review	Community Fire Safety	Age, disability - positive impact Ethnicity, religion, gender – delivery disproportionately impacts minority ethnic and religious groups.	Home fire safety checks are targeted towards vulnerable and older people. Minority ethnic groups have a lower age demographic than white British which accounts for some disproportion in take up of this service. However it is accepted we need to further engage with targeted groups within a wider range of ethnic and religious communities.
Fire safety enforcement review	Community Fire Safety	Ethnicity and preferred language. Local and national data show there is a need to positively engage with some in the Asian British business community and those where English is not the preferred language to encourage understanding of the Fire Safety Order.	This will be addressed through business seminar promotion and improved engagement with these communities as part of the community fire safety plans.
Yaxley station project	Projects and Programme Board	Gender; disability	Facilities in temporary station and new build included facilities for both genders and accessible toilet and washing facilities.

Station Commander promotion process	Recruitment	Disability, maternity, religion,	Process included reasonable adjustments for those with dyslexia; staff on maternity and long term sick leave were specifically informed about the opportunity and supported to apply; dates and times of process avoided commonly observed prayer and fast times for religious observance. Suitably experienced and trained support managers acted as assessors/interviewers to achieve more diversity on panels.
Transfer process for Firefighters, Crew and Watch Commanders	Operations	Age, disability, maternity or pregnancy, marriage or civil partnership, gender.	Process changed to ensure personal circumstances affected by protected characteristics are understood by decision making body when transfers within the Service are being considered. Form to apply for a voluntary transfer amended to reflect this and to encourage sharing of circumstances with Station Commanders.
“Safe to ride” helmet markings to aid development at incidents.	Training	Disability.	Acknowledged that where there are specific learning difficulties, probationers may need specific support and this needs to be managed discretely.
Combined Fire Control crewing	Control	Age, disability, pregnancy and maternity, gender.	Proposed change to shift pattern was altered to allow longer rest period between days 2 and 3 so reducing disadvantage to pregnant or nursing staff, (86% Control staff are women); those with certain disabilities and some older staff.
ICT strategy	ICT	Age, disability identified as areas where specific ICT projects would need to ensure they were fully inclusive.	No change but individual ICT implementation plans will need to consider equality issues.
Community safety review	Community Fire Safety	Positive impact on age and disability as review indicates older people and those with disabilities will remain our main target groups. May be adverse impact on travelling communities not in mainstream education and single, private faith schools as most youth and child interventions are done through school.	Youth interventions to ensure needs of travelling communities are considered.

The following projects, policies or decisions were assessed and found to have only positive or neutral impact on different protected characteristic groups.

Project, policy or decision	Function	Impact issues considered	Conclusion
Strategic review of operational training resources	Training	All equality characteristics except pregnancy.	Impact is positive for all as there is less distance to attend training having a positive impact on caring responsibilities.
Review of use of On-Call vehicle types for response.	Operations Support		No impact on any particular groups of staff.
Major incident planning standing operating procedures	Operations Support	Procedure has no impact on specific groups but individual plans of Cambridgeshire and Peterborough Local Resilience forum will need to consider equality issues.	
i-Book project	Training	Disability (dyslexia).	This has had a positive impact on those with dyslexia as it provides training information in video and pictorial form rather than text.

Agenda Item: 7

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Matthew Warren

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

DATE: 8 December 2016

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016/17

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update on revenue and capital spending as at 31 October 2016.

2. Recommendation

- 2.1 The Committee is asked to note the position on revenue and capital spending.

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2016/17 was approved at the Fire Authority meeting held in February 2016. The total budget was set at £28.453m with a total precept of £17.773m.
- 4.2 At its meeting in June 2016 the Policy and Resources Committee approved a revenue carry forward of £1.501m. To date, £1.486m has been allocated to the new financial year budget. In addition, the funding in respect of committed orders for revenue and capital was also carried forward totalling £1.424m. The majority of this funding relates to the Yaxley site redevelopment. The resulting total net budget for the current financial year is £31.364m.
- 4.3 A budgetary control summary showing the main variations to the end of August 2016 is attached at Appendix 1.
- 4.4 As part of the budget preparation process for 2016/17 a total of £548k savings were identified. These savings were used to offset the loss of government grant.

5. Update – Revenue Expenditure

- 5.1 To the end of October 2016, the Service is above the budgeted establishment for firefighters. We recruited 12 new wholetime firefighters who commenced training (in Wales) on 1 September 2016. This recruitment was undertaken to ensure that the impact of retirements over the next 12 months on operational delivery is mitigated. It is anticipated that this proactive recruitment will ensure that the Service does not need to recruit again before 2018. The existing underspend against the training budget will be spent on the new recruits training.
- 5.2 The majority of the underspend shown against the senior management budget relates to the saving associated with reducing the number of Directors from four to three. In addition, grant income relating to the local resilience forum is also included here. The budget associated with the reduction of a Director post will contribute to the 2017/18 budget pressure and will be lost from the budget.
- 5.3 Premises budget is showing an underspend. This is expected to diminish by the end of the financial year as property maintenance work is completed and the winter energy bills are received and paid.
- 5.4 The supplies and services budget is showing a significant underspend to date. The underspend relates to the Service Transformation and Efficiency Programme (STEP) transformation grant funding, that will be spent by June 2017. In addition, project budget expenditure is running behind that forecast and legal fees are significantly lower than anticipated as a result of the new contractual arrangement with LGSS Law. There is also a large order still to be completed on undress uniform that is currently contributing to the overall underspend.
- 5.5 The trend of under spending continues against the On-Call budget due to the establishment of On-Call firefighters being below that forecast; significant effort continues to be made to recruit additional On-Call firefighters and targeted recruitment campaigns are ongoing across the county. A report was presented to the Authority in February 2016 outlining potential options; part of this (continuing) work is looking into ways that may incentivise members of the public to take on the role of an On-Call firefighter in the future.

6. Update - Capital Expenditure and Financing

6.1 The revised capital programme together with spending to date is shown in the table below:

			Original Budget	Carry Forwards	Revised Estimate	Total Committed to Date
			£000's	£000's	£000's	£000's
Expenditure						
Vehicles	6.2		1,731	231	1,962	872
Land & Buildings	6.3		940	776	1,716	68
Equipment	6.4		345	29	374	105
IT and Communications	6.5		350	243	593	-14
			3,366	1,279	4,645	1,031
Financing						
Capital Receipts			-456	0	-456	0
Loan			0	0	0	0
Grants			0	0	0	-1
Capital Grants Reserve			0	0	0	0
Application of Capital Reserve			-1,402	-1,279	-2,681	0
Revenue Contribution			-1,508	0	-1,508	-1,030
			-3,366	-1,279	-4,645	-1,031

- 6.2 This budget covers the purchase of operational and non operational vehicles. This year the Authority approved the purchase of 49 vehicles, including three new fire appliances.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to a carry forward from last year of funds provided for training enhancements and the completion of the Yaxley site redevelopment. This year the Service is looking to replace a number of training towers.
- 6.4 The equipment relates to appliance ladders, heavy duty rescue equipment and other specialist firefighting equipment.
- 6.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last years budget to complete the rollout of new PC equipment.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
None		

Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	5.1	10,523,050	6,139,669	6,172,633	32,964	0.54%
Control Room Staff		1,539,060	896,963	857,498	-39,466	-4.40%
Local Govt. Employees		3,174,075	2,019,226	1,969,536	-49,690	-2.46%
Senior Management (Hay)	5.2	2,800,830	1,624,582	1,367,112	-257,470	-15.85%
Recruitment & Training		782,239	437,299	420,042	-17,257	-3.95%
Fire Allowances		474,455	273,585	288,170	14,585	5.33%
EMPLOYEE COSTS		19,293,709	11,391,324	11,074,990	-316,334	1.64%
Property Maintenance		375,282	220,419	151,881	-68,538	-31.09%
Insurance		208,270	121,421	97,617	-23,804	-19.60%
Energy Costs		268,310	142,015	121,425	-20,590	-14.50%
Cleaning		136,971	79,626	43,771	-35,856	-45.03%
Rents & Rates		551,270	551,270	541,236	-10,034	-1.82%
PREMISES	5.3	1,540,103	1,114,751	955,929	-158,822	10.31%
Car & Cycle Allowances		69,120	40,293	44,363	4,070	10.10%
Vehicle Running Expenses		157,356	92,085	66,856	-25,229	-27.40%
Vehicle Insurance		172,250	100,426	92,959	-7,467	-7.44%
TRANSPORT AND MOVEABLE PLANT		398,726	232,804	204,178	-28,626	7.18%
Office Expenses		346,544	205,152	166,869	-38,283	-18.66%
IT & Communications Equip.		1,537,019	1,012,503	1,031,374	18,871	1.86%
Fire Equipment		288,613	155,766	180,453	24,687	15.85%
Uniforms & Clothing		522,597	327,578	225,510	-102,068	-31.16%
Other Supplies & Services		2,787,104	1,367,335	1,018,768	-348,567	-25.49%
SUPPLIES AND SERVICES	5.4	5,481,877	3,068,334	2,622,974	-445,360	8.12%
Debt Charges		2,835,298	54,851	54,467	-384	-0.70%
External Interest		-90,000	-18,468	-49,287	-30,819	166.88%
CAPITAL FINANCING		2,745,298	36,383	5,180	-31,203	1.14%
CONTROLLABLE EXPENDITURE		29,459,713	15,843,596	14,863,252	-980,344	3.33%
Other Income		-1,300,070	-615,953	-739,665	-123,712	20.08%
Other Government Grants		-455,846	-265,896	-234,907	30,989	-11.65%
CONTROLLABLE INCOME		-1,755,916	-881,849	-974,572	-92,723	5.28%
NET CONTROLLABLE EXPENDITURE		27,703,797	14,961,747	13,888,680	-1,073,067	3.87%
Pensions - Lump Sums		595,860	347,565	335,989	-11,576	-3.33%
Operational Fire Budget		3,064,010	1,584,555	1,420,363	-164,192	-10.36%
SAFETY-NETTED EXPENDITURE	5.5	3,659,870	1,932,120	1,756,352	-175,768	9.10%
NET EXPENDITURE		31,363,667	17,069,867	15,645,032	-1,424,835	-8.35%

TO: Policy and Resources Committee

FROM: Human Resources Business Partner Sam Smith

PRESENTING OFFICER(S): Human Resources Business Partner Sam Smith
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DATE: 8 December 2016

MEDIATION PROCESS – STATEMENT OF BEST PRACTICE

1. Purpose

- 1.1 To inform the Policy and Resources Committee on work done to develop the Service's use of mediation and in particular the development of a statement of best practice.

2. Recommendation

- 2.1 The Policy and Resources Committee are asked to note the Service's approach in the use of mediation and the statement of best practice.

3. Risk Assessment

- 3.1 **Legal** - the use of mediation as a mechanism for resolving workplace disputes is referred to within the ACAS (Advisory, Conciliation and Arbitration Service) Code of Practice on discipline and grievance. Although the Code of Practice is not in itself legally binding, employment tribunals are required to take an organisation's adherence (or otherwise) to it into account when considering relevant cases. Therefore the use of formal mediation, supported by a statement of best practice, is one of the ways the Service can demonstrate adherence to principles set out in the Code of Practice.
- 3.2 **Social** - use of formal mediation in appropriate cases will help promote and support early conflict resolution therefore contributing to positive relationships in the workplace.
- 3.3 **Economic** - effective early dispute resolution has the potential to lead to direct cost savings (in the form of sickness absence costs, re-recruitment costs and legal costs) as well as indirect costs (in the form of the associated cost of management time to address matters through more formal procedures, which are often lengthier and involve more people).

4. Background

- 4.1 The organisation is committed to encouraging positive relationships between all employees and recognises that where disputes or conflicts do arise, early and effective resolution supports both staff wellbeing and work performance.
- 4.2 The organisation has introduced a mediation scheme, developed in line with ACAS best practice. The mediation scheme is an independent and informal process, sitting outside of (but complementary to) formal Service policies such as discipline and grievance.
- 4.3 Mediation offers individuals an alternative impartial and confidential framework for resolving conflicts at an early stage, which may avoid recourse to more formal procedures such as grievance or discipline. It may also be used as a process to encourage reconciliation in working relationships following more formal actions. Participation in mediation is entirely voluntary and the parties may withdraw at any stage of the process.
- 4.4 The organisation has trained two individuals to become ACAS accredited mediators, one of whom has worked with human resources to draft the statement of best practice attached at Appendix 1.
- 4.5 ACAS strongly recommend the drafting of a statement of best practice to maximise clarity and transparency of an organisation's mediation offering.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Mediation Scheme Statement of Best Practice	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Human Resources Business Partner 01480 444536 samantha.smith@cambsfire.gov.uk



Mediation - Statement of Best Practice

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

If you have any queries about the Authority's statement, please contact the Human Resources team. Questions of procedure should be addressed to your line manager.

Version History

Version	Date	Comments
V1		Created

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STATEMENT

Cambridgeshire Fire and Rescue Service (CFRS) are committed to encouraging harmonious relationships between all employees and recognise that where disputes or conflicts do arise, early and effective resolution supports staff wellbeing and work performance.

CFRS provides a mediation service, developed in line with ACAS best practice, which aims to support the early, local resolution of such conflicts without recourse to more formal procedures, such as grievance or discipline.

The mediation scheme is an informal scheme which aims to offer individuals an alternative impartial and confidential framework for resolving conflicts at an early stage. It may also be used as a (voluntary) process to encourage reconciliation in working relationships following more formal actions. Participation in mediation is entirely voluntary and the parties may withdraw at any stage of the process.

CFRS mediation scheme is an internal service. All mediators have been formally trained and accredited by ACAS. The scheme is an independent and informal process, sitting outside CFRS policies.

SCOPE

Mediation is open to all employees however not all matters are suitable for mediation. The decision regarding suitability will be taken by the Human Resources team and where appropriate, the mediator allocated to a particular case.

What is Mediation?

Mediation is an effective tool in facilitating dispute resolution and positive outcomes in a variety of interpersonal conflict between both individuals and teams. Its focus is on strengthening future work relationships rather than apportioning blame.

Mediation is intended to be used to resolve workplace issues between individuals or teams where the working relationship has broken down. It is not intended to be used on a corporate level or to resolve industrial relations issues.

Mediation brings the individuals in dispute, together with an impartial third party (the mediator), in order to find a solution which is acceptable to both parties. Individuals are encouraged to identify the issues and their own solutions and agreements.

The mediator is a facilitator and does not express opinions or make judgements.

Mediation is an informal and completely confidential process. Individuals may make their own written notes or agreements but any notes made by the mediator will be destroyed following the meeting and no notes will be kept on file.

Key Principles

The key principles that underpin the provision of mediation in CFRS are as follows;

- mediation is available to all CFRS staff.
- the process is voluntary for all parties.
- the process can be tailored to fit the situation and therefore encourages a positive outcome.
- mediation is a mechanism to achieve early dispute resolution between individuals and teams.
- the mediation process is facilitated by ACAS accredited, fully trained members of staff.
- the mediator will be impartial.
- the mediation process does not apportion blame.
- all discussions and agreements remain confidential to the participants at all stages.
- individual staff may request mediation directly by contacting Human Resources.
- the decision regarding suitability will be taken by Human Resources in conjunction with appropriate managers.
- the mediator may stop the process at any time if they feel that resolution cannot be achieved.
- the participants own the discussion and the outcome and are responsible for ensuring that any agreement is enacted.
- the mediator will have no further involvement with the issue or the parties when the mediation has ceased or is complete.

Why Use Mediation?

Key Benefits for Staff

The key benefits for staff of mediation are that it;

- enables both parties to explain what it is like from their perspective.
- generates mutually agreeable solutions and consequently there are no winners or losers.
- tries to resolve situations where individuals have entrenched positions without apportioning blame.
- is 'owned' by individuals, rather than imposed by CFRS.
- helps to identify and clarify the needs and interests of involved parties.
- enables flexible outcomes as agreements are tailored to meet joint/ participant needs.
- creates less pressure for participants than formal procedures such as grievance or discipline.
- is confidential to the parties, no record of the mediation process is taken or kept on an individual's file.

Key Benefits for CFRS

The key benefits for CFRS of mediation are that it;

- reduces communication problems between individuals or teams.
- can break an impasse between individuals or teams by shifting the dynamics and identifying concessions or mutual goals.
- is quicker than internal procedures.

Confidentiality

Human Resources are the 'gatekeepers' of the mediation process and will therefore provide advice and guidance to managers as to whether a case is suitable for mediation to ensure that confidentiality is maintained and expectations are managed.

Mediation meetings are confidential. Discussion within the meeting/s and any subsequent outcomes will be known only to the participants and the independent mediator. Line managers, Human Resources or any other entity will **not** be privy to the process or its outcomes.

Any notes made by the mediator will be destroyed after the session is complete.

An exception to strict confidentiality will be a potentially dangerous risk to health and safety has been identified, or the possibility of an illegal act is considered possible or has occurred. In this event, the mediation process will be terminated and Human Resources will be advised that the issue is not suitable for mediation.

In the event of any future legal proceedings, discipline or grievance being initiated mediation is considered to be inadmissible; the mediator will not be available to give opinion or act as a witness and no report from the mediation will be made available.

Process

The mediation scheme is based upon the ACAS five stage process detailed below and normally requires the participants to attend two meetings. These normally happen within a short period of time, ideally within a couple of days of each other. Separate meetings are held between the individual parties and the mediator and should the matter be considered suitable for mediation and both parties are in agreement to progress, a second joint meeting will be held between the mediator and the two individual parties. Stage 1 is covered in the initial individual meeting between the mediator and both parties separately and Stages 2 to 5 in the second joint meeting between both parties and the mediator.

Stage 1 - First contact with individuals

The mediator meets individually with the parties involved to explain the process, hear their side of the story and to assess their expectations. Providing the mediator feels that mediation is appropriate then Stage 2 commences.

Stage 2 - Hearing the issues

The mediator meets jointly with all participants and invites them to put their side of the story during a period of uninterrupted time. In rare cases, shuttle mediation may be appropriate, where the mediator speaks to each party in turn, in separate rooms. In this case it is hoped that the mediation will move to a face to face meeting within the session. The mediator will begin to summarise the main areas of agreement and disagreement and draw up an agenda with the parties for the rest of the mediation.

Stage 3 - Exploring the issues

The mediator encourages communication between the parties,

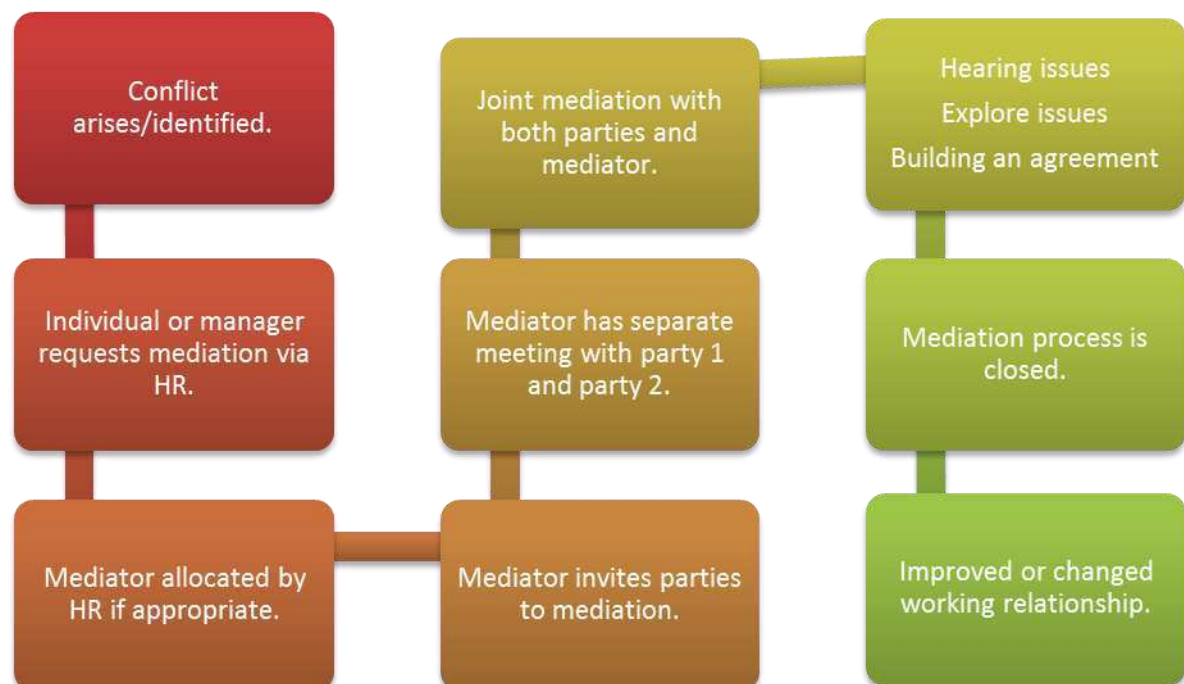
promoting understanding and empathy and changing perceptions. The aim of this stage of the mediation is to shift the focus from the past to the future and the identification of constructive solutions.

Stage 4 - Building and writing an agreement

The mediator encourages and supports joint problem solving by the parties and ensures that solutions and agreements are workable. This normally includes changes/actions/omissions by both parties. The parties may choose to have a written agreement and in such cases the agreement is recorded by the mediator, who will check their understanding with the participants, to ensure that they are fully signed up to making any necessary changes. Alternatively the parties may agree next steps verbally.

Stage 5 - Closing the mediation

When an agreement has been reached, the mediator will summarise and bring the mediation to a close. A copy of the agreed statement will be provided to each party and their responsibilities for its implementation detailed and explained. Exceptionally, plans may be made for a further meeting between the parties and the mediator, although usually this is not necessary. In the event that an agreement is not reached, the participants may choose to seek formal resolution. In this case, nothing which has been discussed during the mediation may be used in future proceedings.



TO: Policy and Resources Committee

FROM: Deputy Chief Executive – Matthew Warren

PRESENTING OFFICER(S): Head of Finance and Property - Amy Jackson

Telephone 01480 444619

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DATE: 8 December 2016

UPDATE ON FIRE AND RESCUE INDEMNITY COMPANY - RISK MUTUAL

1. Purpose

- 1.1 To present the Policy and Resources Committee with an update on the Fire and Rescue Indemnity Company (FRIC), the Risk Mutual.

2. Recommendation

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

3. Risk Assessment

- 3.1 **Legislative** – the Authority must put adequate protection in place to ensure its assets and liabilities are covered against potential losses.

4. Background

- 4.1 The Fire and Rescue Indemnity Company (FRIC) has been set up for the mutual management of risk, to provide discretionary cover and the purchase of external insurances. It is owned and controlled by the nine member fire and rescue authorities (Bedfordshire, Royal Berkshire, Cambridgeshire, Cheshire, Devon and Somerset, Leicestershire, Kent, Hampshire and Essex). The new arrangements commenced on 1 November 2015 after being approved by the Authority in February 2014.
- 4.2 A procurement process was undertaken to identify a risk mutual manager, to manage the process of claims handling and administration. The successful bidder was Regis Mutual Management Limited (RMML).
- 4.3 The setup of the mutual is best described by the diagram in Appendix 1.

5. Update on the Risk Mutual

5.1 Claims handling

The Service, in conjunction with RMML, manages the claims internally and will make a decision as to whether the claim is paid. As a result, the Service owns the claim once submitted and can control how it is managed. Previously, claims would be managed by an Insurer and decisions made where the Service had no input. Any claim is effectively managed through a cloud based claim management system. This ensures that the process is more efficient as claims information is easily accessible by both the Service and RMML.

5.2 Sharing best practice

Being part of the mutual means that it is in everyone's interest to share best practice, make good decisions and carry out regular and detailed risk profiling to see where improvements can be made. This is a unique situation that breeds collaboration across all parties involved, as ultimately what we do as a group affects the overall cost of the mutual.

5.3 Control

As a Service, being part of the mutual means we can directly affect our costs. By introducing such things as CCTV on all vehicles, we could see a reduction in the amount that we would pay into the mutual year on year. Costs are also based on claims data, so if we individually manage our risk well and in turn have less claims, our costs will reduce.

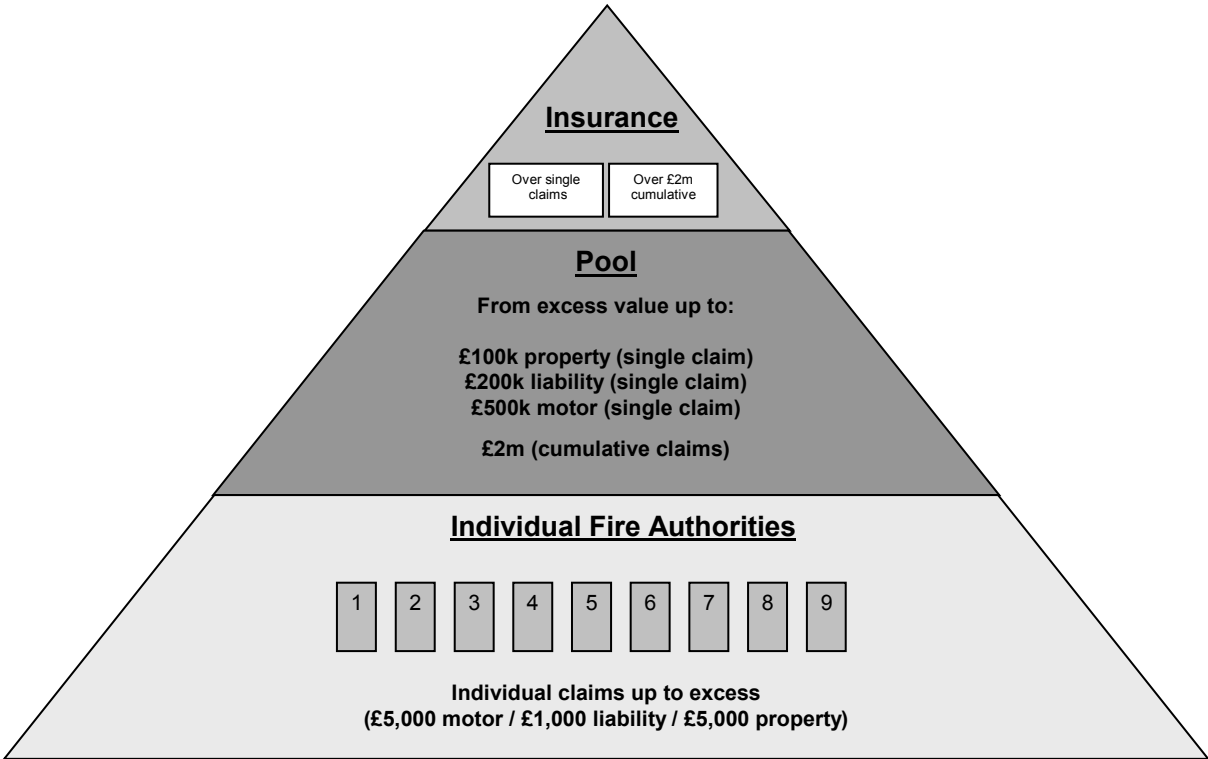
5.4 Costs/savings/benefits

Over the years, third party insurance has been very costly with very little competition in the fire sector. The mutual allows for us to hold cash in reserves within the FRIC. Where these funds are not used for claims, the mutual will retain the funds for future use. If this were a third party supplier, any insurance premium received but not used, would be retained as profit. It is important to recognise the non-cash benefits as mentioned above when looking at overall cost comparisons. The average cost for the last three years with Zurich was £296,252 per annum; the average cost of the two years with the FRIC is £296,467.

BIBLIOGRAPHY

Source Documents	Location	Contact
None		

Setup of the Fire and Rescue Indemnity Company – Risk Mutual



POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2016/17

Date	Meeting	Venue
2016		
Thursday 8 December	1400 hours	Room 128, Shire Hall, Cambridge
2017		
Thursday 26 January	1030 hours	Service HQ
Thursday 6 April	1030 hours	Service HQ
Thursday 22 June	1030 hours	Service HQ

WORK PROGRAMME 2016/17

Thursday 8 December 2016			
Time	Agenda Item	Member/Officer	Comments
1330 – 1400	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive	
1400	Minutes of Overview & Scrutiny Committee Meeting 19 October 2016	Rob Sanderson	
	Decision Medium Term Financial Strategy 2015 to 2019, Draft Revenue Budget 2017/18 and Draft Capital Programme 2017/18 to 2019/20 (to include Council Tax Proposals)	Deputy Chief Executive	Annual
	Probation Policy	HR Business Partner	
	Equality and Inclusion	HR Business Partner	

	Compliance Report 2015 - 2016		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring 2016/17	Deputy Chief Executive	
	Mediation Process – Statement of Best Practice	HR Business Partner	
	Fire and Rescue Insurance Consortium Update	Deputy Chief Executive	
	Work Programme 2016/17	Chairman Deb Thompson	
Thursday 26 January 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 8 December 2016	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 5 January 2017	Rob Sanderson	
	<u>Decision</u> Medium Term Financial Strategy 2015 to 2019, Draft Revenue Budget 2017/18 and Draft Capital Programme 2017/18 to 2019/20 (to include Council Tax Proposals)	Deputy Chief Executive	Annual
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	Quarterly
	<u>Information and Monitoring</u> Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Comprehensive Spending Review Activity Update	Area Commander Faint	
	Work Programme 2016/17	Chairman Deb Thompson	

	Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
Thursday 6 April 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 26 January 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 23 March 2017	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Work Programme 2016/17	Chairman Deb Thompson	
Thursday 22 June 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
1030	Minutes of Policy & Resources Committee Meeting 6 April 2017	Rob Sanderson	
	<u>Decision</u> Review of Member Allowances		Annual
	<u>Information and Monitoring</u> Strategic Risk and Opportunity Management Register	Deputy Chief Executive	Quarterly

	Work Programme 2016/17	Chairman Deb Thompson	
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SEMINAR PROGRAMME 2016/17

Thursday 9 February 2017	
<i>Equality and Inclusion Training for Members (Annual refresh)</i>	Equality and Inclusion Advisor
Thursday 15 June 2017	
<i>Corporate Manslaughter Training for Members</i>	Deputy Chief Executive
Topics under consideration	
OpA Action Plan	Community Safety Review Report 9a refers
STEP demonstration and storyboard	Minutes of Policy & Resources Committee Meeting 28 January 2016, Item 41 refer.
Social Media	