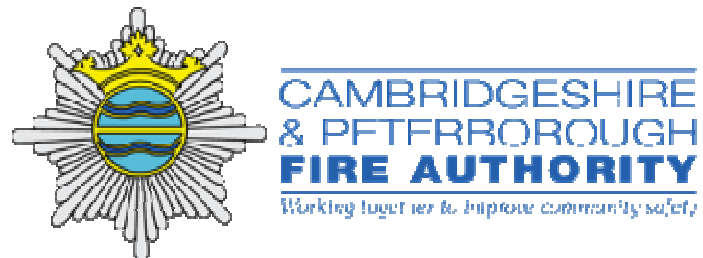


# **FIRE AUTHORITY**



**Date: Thursday, 07 February 2019**

**14:00hr**

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

## **AGENDA**

**Open to Public and Press**

- 1. Apologies for Absence**
- 2. Fire Authority Minutes 01.11.18** **5 - 12**
- 3. Chairman's Announcements**
- 4. Declarations of Interest**

## **DECISIONS**

- 5. Maternity Policy** **13 - 26**

<b>6.</b>	<b>Draft Fire Authority Budget 2019/20</b>	<b>27 - 52</b>
<b>7.</b>	<b>Members Allowance Scheme</b>	<b>53 - 64</b>
<b>8.</b>	<b>Draft Pay Policy Statement 2019-20</b>	<b>65 - 74</b>

## **INFORMATION**

<b>9.</b>	<b>HMICFRS Update and Actions Required</b>	<b>75 - 78</b>
<b>10.</b>	<b>Member Lead Review CFRS - Employee Engagement Activities</b>	<b>79 - 92</b>
<b>11</b>	<b>Equality and Inclusion Compliance Report 2017-18 (including the Gender Pay Gap)</b>	<b>93 - 132</b>
<b>12.</b>	<b>Fire Authority Programme Management - Monitoring Report</b>	<b>133 - 150</b>
<b>13.</b>	<b>Update on New Duty System and Roaming Appliances</b>	<b>151 - 156</b>
<b>14.</b>	<b>Intergrated Risk Management Plan Update</b>	<b>157 - 172</b>
<b>15.</b>	<b>Minutes 20.12.18 - Policy and Resources Committee</b>	<b>173 - 180</b>
<b>16.</b>	<b>Minutes 10.01.19 - Overview and Scrutiny</b>	<b>181 - 186</b>

The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman)

Councillor Andrew Bond Councillor Janet Goodwin Councillor Mohammed Jamil and Councillor David Over Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Terence Rogers Councillor Jocelyne Scutt Councillor Mike Shellens and Councillor Mandy Smith

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

Clerk Email: dawn.cave@cambridgeshire.gov.uk

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

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

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

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

[http://www.cambsfire.gov.uk/fireauthority/fa\\_meetings.php](http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php)



## **CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES**

**Date:** Thursday 1 November 2018

**Time:** 2:00 - 2.50pm

**Present:** Cambridgeshire County Council:

Councillors I Gardener, D Giles, S Kindersley, J Gowing, L Harford, M McGuire, L Nethsingha, K Reynolds (Chairman), J Scutt, M Shellens and M Smith

Peterborough City Council:

Councillors A Bond, M Jamil and D Over (Vice-Chairman)

**Officers Present:** R Hylton, M Warren, S Ismail and D Cave

### **60. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bywater, Goodwin and Rogers.

### **61. MINUTES OF THE FIRE AUTHORITY MEETING HELD 21<sup>ST</sup> JUNE 2018**

The minutes of the Fire Authority meeting held 21<sup>st</sup> June were agreed as a correct record, and signed by the Chairman.

### **62. CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Cllr Lynda Harford to her first meeting. He highlighted the following issues:

- The 'On-Call' events in September, where every On-Call station was represented. Those attending had been updated on the unprecedented demand during the heatwave, and shown new equipment and appliances;
- There had been no news on the judicial review process since his recent communication to Fire Authority Members;
- The seminar originally planned immediately before the meeting had been rescheduled to the afternoon of 19<sup>th</sup> November. Members were strongly encouraged to attend. The Police & Crime Commissioner had also been invited;
- The inspection by HM Inspector of Police and Fire had concluded, and the final report was eagerly anticipated;
- He had met with the Chairman of Bedfordshire Fire Authority: the two Services already have an ongoing working partnership in IT provision;

- The Governance Review Working Group had planned to present its report to this meeting, but was not currently in a position to do so: the report would be presented to a future meeting of the Fire Authority;
- The fire service had been involved in a public awareness campaign on fostering;
- Members were strongly encouraged to attend one of the LGA Diversity and Inclusion in the Fire and Rescue Service Masterclasses; details had previously been circulated;
- The Vice Chairman had been representing the Fire Authority at meetings of the Combined Authority.

### **63. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **64. FIRE BRIGADES UNION NATIONAL BLACK AND ETHNIC MINORITY OFFICER**

The Fire Authority considered a report on the arrangements being put in place to support the Fire Brigades Union (FBU) National Black and Ethnic Minority Officer.

The report highlighted the benefits associated with this prestigious position being held by a member of CFRS staff, raising the profile of the Service at a national level, and helping attract a diverse workforce. It was clarified that the role would be split 50/50, i.e. the Officer working in this role half the time, whilst working as a firefighter the rest of the time. The arrangements had been considered and agreed by the Policy & Resources Committee.

Arising from the report:

- it was confirmed that such arrangements would be considered and offered to other Unions, if requested;
- noting the statement that the employee could “provide CFRS with access to his contacts”, a Member asked whether this was in line with GDPR arrangements. Officers confirmed that GDPR was being taken into consideration and any such networking would be managed in a sensitive and compliant way;
- it was confirmed that the Officer involved would continue his front line duties on a part-time basis, and a job share position may be offered. These arrangements would be reviewed on an annual basis.

Members asked for their congratulations to be passed on to the Officer concerned for his appointment to this important national role, which reflected well on both him and the Service. The Chairman confirmed that he had personally contacted the Officer and thanked him.

It was resolved unanimously to:

note the contents of the report.

## 65. DRAFT MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2023/24

The Fire Authority received a report providing an overview of the current position regarding the proposed draft Medium Term Financial Strategy (MTFS) 2019/20 to 2023/24.

Members noted the significant uncertainty for the fire service, including the pension scheme: the government had recently changed the mechanism impacting on unfunded public sector pension schemes, and whilst the full details were not yet known, the impact could be significant. The Treasury had indicated that it would be filling the gap for the first year, but the position after that was uncertain. It was anticipated that further information would follow in December when confirmation was received on the financial settlement.

The MTFS was predicated on a 2% pay award, but any settlement above 2% would impact on the Service's bottom line. The assumption was that the fire service would be able to increase Council Tax up to a 3% cap. There were healthy reserves, but these would be reducing over the coming years, as planned.

Arising from the report:

- a Member noted that Business Rates were likely to remain the same for the next four years, and he asked how this would be incorporated. Officers advised it was anticipated that offset grant would go to Districts, acting as a safety net for those authorities, so there should be no impact on fire services;
- a Member noted that a number of police forces were looking at bankruptcy due to pension deficits, and asked if Cambridgeshire Constabulary was one of those. Officers advised that this was not anticipated at this stage;
- a Member queried if the assumption of predicted housing growth of 1% was sensible. Officers commented that this was prudent, advising that housing growth for Cambridgeshire and Peterborough was around 1.3% in the previous year;
- it was noted that the Appendix to the report referred to the "remaining cut to be found" of £28,000, and asked if Officers were confident that this saving would be secured. Officers confirmed that since the publication of the agenda, £30,000 of savings had been identified from the vehicle insurance renewal. This was partly due to being part of a vehicle insurance procurement consortium, and also because the Service had secured a rebate resulting from its claims history and fitting CCTV to all of its fleet. A report on the insurance consortium would be presented to a future meeting;
- a Member observed that the maximum 3% increase corresponded to an extra 4p a week for council taxpayers. He also expressed scepticism around Business Rates, suggesting the government may attempt to access these in future;
- in relation to the statement "*the government offered authorities a four year 'minimum' financial settlement, if it chooses to share its efficiency plans with Government*", it was confirmed that 2019/20 was the final year of that arrangement;

- Members discussed reserves, noting that whatever the outcome of the judicial review, both the police and fire services would continue as two separate and distinct organisations;
- Members noted that the final version of the MTFS would go to Policy & Resources Committee in December, before being presented to the February Fire Authority meeting;
- a Member asked for sight of the Efficiency Plan, referenced in the document. It was noted that this was available on the Fire Service's website at [http://www.cambsfire.gov.uk/Efficiency\\_Plan.pdf](http://www.cambsfire.gov.uk/Efficiency_Plan.pdf) ;
- a Member thanked Officers involved in the MTFS, and commented that it was a pleasure to read the Fire Authority's financial plans. Other Members agreed that the fire service had always been very good at financial management.

It was resolved unanimously to:

note the draft position regarding the MTFS 2019 to 2024, attached at Appendix A to the report.

## **66. RESOURCING FOR SPATE CONDITIONS**

Members considered a report advising on the Service's response to the spate conditions in the summer of 2018 and the associated impact on resourcing and financing. 'Spate conditions' in a fire service context refers to prolonged periods of extreme weather that can place an exceptionally high level of demand on operational resources. Members had expressed a great deal of interest in this issue and the impact on the Service. The key concern would always be if the number of calls coming in to Combined Control began to outstrip the resources available.

Members noted the breakdown of figures for the spate period as set out in the report, and some updated figures which were tabled, showing the whole of the summer period. The majority of fires were open and field fires, and because these types of fire tend to spread quickly and over large area, they were very resource intensive.

The report sets out the actions taken to manage the spate conditions, including an increase in the number of fire appliances usually available. The Service also operated a "recall to duty" policy in these conditions. At the beginning of August, demand outstripped resources available, but once the spate conditions protocol had been put in place, resources could match demand, mainly due to the willingness and flexibility of staff. The additional cost to the Service was around £70,000, due mainly to the mobilisation of On-Call staff. The report set out some of the learning and areas for improvement resulting from the spate conditions.

Arising from the report:

- a Member noted that on 26/07/18, 24 appliances were required to meet demand, and 24 appliances had been delivered as a result of the Spate Protocol: he asked what would have happened if an additional appliance had been required? Officers confirmed that there had been considerable joint working with neighbouring fire services, especially Suffolk, and if demand had exceeded Cambridgeshire's



requirements at any time, appliances from neighbouring services could have been brought in;

- a Member observed that the flexibility and goodwill of staff could not be relied on for extended periods, and spate conditions were likely to occur more frequently;
- a Member commented that it was regrettable that there were costs associated with the spate conditions, and questioned whether there was any kind of national recognition of challenges faced by fire services, e.g. grants? It was also noted that many fires were in crop fields, which were insured to a greater or lesser extent. A Member asked if landowners could be encouraged to claim through their insurance companies and reimburse the fire service. Officers advised that the fire service had a statutory duty to attend fires, and could not claim reimbursement. The Service did work with the NFU to encourage farmers to maintain and check their equipment, to minimise preventable fires. It was confirmed that the vast majority of fires were accidental;
- it was confirmed that many of the smaller fire stations had been busy dealing with call-outs during the spate conditions. It was also noted that whilst senior officers had been called out to provide support for shortfalls to frontline staff previously e.g. for periods of industrial action, this had not been necessary for this period;
- in response to a Member question, it was confirmed that plans were being worked out through the local resilience forum in terms of contingency arrangements for Brexit in March 2019, including the availability of fuel;
- noting the number of incidents in the spate period, a Member asked how these broke down between urban and rural areas. Officers confirmed there were far more incidents in rural areas, and urban areas had provided support for those incidents: it was very much a Service-wide/regional response;
- a Member noted the acknowledgement in the report that spate conditions were becoming more and more common due to climate change, and asked what plans were in place to address that issue, i.e. what measures could be taken by the Fire Authority that could lessen the impact of climate change in terms of potential fires. Officers confirmed that they were looking at what equipment the Service could benefit from having, and acknowledged that climate change was having an impact, both summer and winter. The Member suggested that there needed to be more collaboration with fire services internationally, to see how fire services around the world were dealing with these challenges;
- in terms of resourcing, Officers explained that Combined Control had worked closely with the Major Incident Command Area (MICA), as this was a very dynamic situation which required close collaboration i.e. physically co-located and electronically compatible to enable information sharing. Suffolk Fire Service had sent a manager over to Cambridgeshire every day during the spate conditions;
- a Member queried if the weather conditions had triggered the Bellwin Scheme, whereby the government offered emergency financial assistance in disaster or emergency conditions. Officers advised that the Bellwin Scheme usually applied in response to a single event, which cost more than 0.5% of the total budget. The Cambridgeshire spate conditions had not reached this level but other fire services,

e.g. the Manchester Moor Fires, may be close to triggering it. Bellwin was a government led policy, and Officers were unaware of any review or challenge to it;

- a Member asked if there had been any occasions where crews had struggled to secure water for appliances. It was confirmed that this was not the case, but in the event of water shortages, the fire service does take priority over the public in terms of access to water. If any such problems were encountered, Members would be kept fully informed.

Fire Authority Members asked for their thanks to be passed on to all staff, for their hard work and commitment during the spare conditions, including operational staff and back office staff who took calls and supported their frontline colleagues.

It was resolved unanimously to:

note the contents of the report.

## **67. PROPOSED DATES OF FIRE AUTHORITY MEETINGS 2019-20**

The Fire Authority considered a schedule of proposed dates for 2019/20.

It was resolved unanimously to agree the schedule of meetings for 2019/20.

## **68. APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES**

Members considered a report on changes to Committees, Outside Organisations and Other Bodies, following a change to membership, with Councillor Lynda Harford replacing Councillor Paul Raynes. The revised schedule is attached at **Appendix 1** to these minutes.

It was resolved unanimously to agree the updated schedule of appointments, as appended.

## **69. REPLACEMENT MOBILISING SYSTEM UPDATE**

Members considered a report on the position with regard to the replacement mobilising system.

Replacement of the system had been approved at the November 2017 Fire Authority meeting. Since that decision, Officers had been working with Bedfordshire Fire and Rescue Service on the joint procurement of a solution. The technical specific for that solution was nearing completion. Once approved the formal tender process would commence, with an anticipated 'go live' date in 2020.

It was resolved unanimously to note the position with regard to the replacement of the mobilising system.

**70. FIRE POLICY AND RESOURCES COMMITTEE MINUTES 26<sup>TH</sup> JULY AND 4<sup>TH</sup> OCTOBER 2018**

Members noted the minutes of the Policy and Resources Committee meetings held on 26<sup>th</sup> July and 4<sup>th</sup> October 2018.

**71. FIRE OVERVIEW AND SCRUTINY MINUTES – 24<sup>TH</sup> JULY 2018**

Members noted the minutes of the Overview and Scrutiny Committee meeting held 24<sup>th</sup> July 2018.

Chairman



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Deputy Chief Executive Officer – Matthew Warren

**PRESENTING OFFICER(S):** Deputy Chief Executive Officer – Matthew Warren  
Telephone 01480 444500  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 7 February 2019

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## **CAMBRIDGESHIRE FIRE AND RESCUE SERVICE MATERNITY PAY POLICY**

### **1. Purpose**

- 1.1 The purpose of this report is to inform the Fire Authority on work undertaken to review the Service's maternity pay provisions and to seek approval for the proposed revisions to contractual maternity pay to come into effect from 1 April 2019.

### **2. Recommendations**

- 2.1 The Authority is asked to:
- Approve the proposed changes to contractual maternity pay with effect from 1 April 2019, subject to the conclusion of negotiations with the relevant trade unions. Namely, to increase contractual maternity pay from six to 18 weeks full pay, with an associated change in the length of continuous service required to qualify for contractual maternity pay, from one year to two years by the eleventh week before the baby is due;
  - Note the additional and concurrent work to review and update broader maternity provisions and support.

### **3. Risk Assessment**

- 3.1 **Economic** – whilst there are economic risks for the Authority in committing to increase contractual maternity pay provision, significant cost modelling has been undertaken and the predicted additional costs are considered affordable in the longer term, given current financial planning assumptions. The predicted social and organisational benefits are also predicted to outweigh the additional direct financial costs.
- 3.2 **Social** - whilst there is no specific evidence that increasing maternity pay provisions will directly impact on improved female diversity in the workforce, if it is affordable to the Authority to increase provision then this sends a message to prospective and current female employees that the Service values their contribution and will offer enhanced financial support to them whilst on maternity leave. It can also be used as a direct attraction mechanism. Thereby

the proposed change in policy is expected to contribute towards the achievement of strategic Integrated Risk Management Plan (IRMP) objectives.

- 3.2.1 The increase in continuous service requirement to qualify for contractual maternity pay does carry some social implication for the workforce; however the change in qualification period is felt appropriate in order to balance the direct and indirect costs of additional contractual maternity pay with those of supporting staff to achieve competence in their job role. This will also be mitigated by incorporating a transition period for the first year, which will allow for anyone going on maternity leave with less than two years continuous service to remain eligible for the current contractual maternity pay arrangements.

- 3.3 **Legal** – the legal obligation is to pay maternity pay at at least Statutory Maternity Pay (SMP) rates.

#### **4. Background**

- 4.1 As part of the Service's strategic work to attract and retain a more diverse workforce, the contractual maternity pay policy has been reviewed. This is part of a larger piece of work being undertaken to review and update the Service's broader maternity provisions and how female employees are supported during their pregnancy, maternity leave and on their return to work.
- 4.2 Contractual maternity pay is distinct from SMP, which is paid in addition and is largely recoverable. The vast majority of employees qualify for SMP, which is paid at the rate of 90% of average weekly earnings for the first six weeks, followed by 33 weeks paid at a flat rate (currently £145.18 per week).
- 4.3 The Service's current contractual maternity pay is six weeks full pay.
- 4.4 Benchmarking analysis has shown this to be a significantly lower than average package. The sector leaders in this area pay the equivalent of 45 weeks full pay. However it is important to note that the workforce profiles in these services are notably different from Cambridgeshire Fire and Rescue Service (CFRS); therefore different financial planning assumptions will have been made when considering the long term affordability of their maternity pay provisions.
- 4.5 Benchmarking has also been undertaken against Cambridgeshire Constabulary. Their current maternity pay package is equivalent to CFRS however they have undertaken a similar review exercise and are currently consulting on an increase in maternity pay provision to 18 weeks full pay.
- 4.6 Feedback from female staff (across all areas of the Service) is that the maternity provisions in CFRS (including but not limited to maternity pay provisions) are a significant factor in longer term retention. For context, 28 instances of maternity leave have been taken in the past seven financial years (including two to commence before the end of this financial year). Of these

seven individuals (25%) have since left the Service so have not been retained in the long term.

## **5. Cost Modelling and Assumptions**

- 5.1 A number of alternative maternity pay packages have been considered by Chief Officers. In order to understand and predict longer term affordability, these have been modelled against the actual number of maternity leaves which have been taken in the last seven financial years, as well as various predictions for increased maternity leaves in future years.
- 5.2 The exact number of maternity leaves can never be precisely predicted and it is accepted that there will be peaks and troughs from year to year, both in terms of the numbers of staff taking maternity leave as well as the levels in the organisation at which these staff work (as salary levels will impact maternity pay costs).
- 5.3 Data from the last seven financial years shows that the current average is four maternity leaves per annum, with actual numbers varying from one to five per annum. The data includes staff from all areas of the Service and from a range of salary levels and is therefore considered to be sufficiently representative to enable meaningful cost modelling.
- 5.4 Other factors have also been considered when determining which alternative increased contractual maternity pay package to recommend to the Authority. These are:
  - 5.4.1 The fact that maternity pay provisions are mirrored for adoption pay provisions, so any change in provisions would also impact on CFRS's adoption pay policy. In circumstances of adoption (including surrogacy) the parents may choose which of them takes main adoption leave and which takes parental support leave (which mirrors paternity leave). This is, however considered a minimal risk in terms of longer term affordability, as only one individual from the Service has taken adoption leave in memory/records and it can reasonably be presumed that any future numbers would also be low, as Department for Education data shows that only around 4,500 adoptions took place in England in 2017 (latest data available).
  - 5.4.2 The risk of potential future increased costs relating to the costs of shared parental leave. Shared parental leave allows mothers to end maternity leave/pay early so that one or both parents can take leave in a more flexible way during the baby's first year. The current legal position is that if shared parental leave is taken, the maternity leave comes to an end, and any remaining statutory maternity leave and pay entitlement only is transferred over to the partner (or can be shared in alternating blocks between the parents). However this position is subject to ongoing legal challenge. As yet this challenge is unsuccessful, however it can be foreseen that the legal position may well change in the future. This is considered a moderate risk and could mean that any remaining contractual pay entitlement (not just statutory pay entitlement) would transfer to the partner. This has the potential to

increase costs (perhaps significantly) for any employer who employs both parents.

- 5.4.3 The impact of notional backfill costs for maternity leave absence. For the purposes of cost modelling, these have been based on the on-costed cost of a firefighter, although it is accepted that the rank of control staff going on maternity leave in last seven years varies up to Watch Commander and that the salaries of professional support staff going on maternity leave can also vary significantly. Although the notional backfill costs do not vary in the different alternative scenarios modelled and in reality not all roles are directly back-filled, they still are a factor when considering the overall affordability of alternative increased contractual maternity pay provision.
- 5.5 Considering all of the above, the recommendation is to increase contractual maternity pay to 18 weeks full pay. The recommendation is to increase with effect from 1 April 2019, with pro-rating of the new pay provisions to be applied to those staff on maternity leave at that point.
- 5.6 Using data from the last seven financial years, the additional cumulative cost if this provision had been in place equates to just over £183,000 (an average of just over £26,000 per year). The full cost modelling of this scenario, including a breakdown for each financial year, is at Appendix 1.
- 5.7 It is proposed that additional costs will be funded from reserves for the first year, in order to monitor actual increased costs against predicted, before building into base budgets for future years.
- 5.8 Cost modelling for predicted future maternity leaves is also shown at Appendix 1. Using the average cost for a single maternity leave, predictions of four, eight, 12 and 16 maternity leaves per annum in future have been modelled.
- 5.9 Considering future predicted increases in the number of maternity leaves per annum alongside other financial pressures, increasing maternity pay provision to 18 weeks full pay is considered currently to be most realistically affordable in the longer term.

## **6. Length of Continuous Service to Qualify for Contractual Maternity Pay**

- 6.1 The current qualification period for contractual maternity pay is one years' continuous service at the eleventh week before the baby is born.
- 6.2 It is proposed that alongside the increase in contractual maternity pay, the qualification period is increased to two years continuous service by the eleventh week before the baby is due.
- 6.3 This is felt appropriate in order to appropriately balance the direct and indirect costs of additional contractual maternity pay with those of supporting staff to achieve competence in their job role.



- 6.4 Data from the last seven years shows that this change in qualification period would have affected one employee taking maternity leave (out of 28 periods of maternity leave taken). To mitigate any potential impact associated with this change, it is proposed that in the first year, transition arrangements would apply, with anyone taking maternity leave who did not have two years continuous service by the eleventh week before their baby was due continuing to be eligible for the current contractual maternity pay entitlement (six weeks full pay).

## **7. Equality Impact Assessment and Consultation**

- 7.1 An equality impact assessment has been completed and can be seen at Appendix 2. The impact expected from increasing contractual maternity pay provision is positive however it is noted that maximisation of this positive impact will need to be balanced with longer term affordability considerations.
- 7.2 The proposal was reviewed and supported by the Policy and Resources Committee at the meeting held on 20 December 2018.
- 7.3 As the proposal is a change to employee terms and conditions, it is subject to formal negotiation with the recognised trade unions; this has commenced and as the proposal represents a notable enhancement to current terms and conditions, this is not expected to be problematic.

## **8. Broader Work**

- 8.1 As noted in Paragraph 4 above, the review of contractual maternity pay provision is part of a larger piece of work being undertaken to review and update the Service's broader maternity provisions and how female employees are supported during their pregnancy, maternity leave and on their return to work.
- 8.2 A number of focus groups have been held to gather views on what the Service currently does well to support women through pregnancy and maternity leave and where the opportunities are to further improve. All staff who have been on maternity leave in the last five years, or who are known to be currently pregnant, were invited to attend. An open invitation was also issued to all staff in order to gather the most rounded views and understand what works well and what the challenges are from all perspectives (e.g. line managers and colleagues, as well as pregnant members of staff).
- 8.3 Conversations at the focus groups were incredibly constructive and show that staff are very willing to work with the Service to share their experiences in order to help make improvements.
- 8.4 A number of further ways in which we can improve broader support for people throughout their entire maternity experience have been identified from the focus groups. Those that are being taken forward for implementation by April 2019 are:

- Guidance documents for employees and line managers, plus an e-learning package for line managers;
- A working group to address and finally resolve issues with regard to maternity uniform;
- Engagement with the wider workforce to explore possibilities around modified duties for pregnant employees and also how to involve and engage with our male colleagues about the way in which maternity issues affect / impact on them - as fathers, as colleagues and as managers;
- IVF guidance;
- Refresh of maternity risk assessment.

8.5 In 2019/20, once these initial improvements are made, phase two will see:

- The introduction of a “maternity mentors” scheme to provide additional practical support and advice to both pregnant employees and line managers. Appropriate guidance needs to be ready first, as well as wider engagement to encourage colleagues from across the Service to be involved and champion such a scheme;
- More work undertaken regarding longer term broader opportunities for flexibility on return to work after maternity leave. With some of the groundwork in place regarding how women are supported during their pregnancy and maternity leave, this should follow on logically.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Maternity Policy (current published version)	Service HQ Hinchbrook Cottage Brampton Road Huntingdon	Sam Smith Head of Human Resources 07717 476176 <a href="mailto:samantha.smith@cambsfire.gov.uk">samantha.smith@cambsfire.gov.uk</a>

## Appendix 1 – Cost Modelling

Employee Number	Mat Leave Start Date	Mat Leave End Date	Statutory Maternity Pay
13	08 Oct 2012	07 Oct 2013	9726.22
21	12 Nov 2012	31 Oct 2013	7884.45
17	17 Dec 2012	15 Sep 2013	6987.26
15	24 Jan 2013	08 Sep 2013	5263.23
18	18 Mar 2013	17 Mar 2014	7230.70
16	28 Mar 2013	31 Dec 2013	9043.86

Current Contractual Maternity Pay (six weeks)	Weekly Pay	Government Funding (92% of SMP)	Current costs (six weeks full pay plus SMP less Govt. funding)
5821.20	970.20	8948.12	6599.30
3429.79	571.63	7253.69	4060.55
2762.76	460.46	6428.28	3321.74
1903.71	317.29	4842.17	2324.77
3036.68	506.11	6652.24	3615.14
4982.88	830.48	8320.35	5706.39
<b>Subtotals for Financial Year (FY)</b>			<b>25,627.88</b>

18 weeks full pay	Cost of proposed new model (18 weeks full pay plus SMP less Govt. funding)
17463.60	18241.70
10289.37	10920.13
8288.28	8847.26
5711.13	6132.19
9110.04	9688.50
14948.64	15672.15
<b>Additional cost for FY</b>	<b>43,874.04</b>

19	08 Apr 2013	05 Jan 2014	7557.90
23	20 Apr 2013	19 Apr 2014	7806.12
22	20 May 2013	19 May 2014	0.00
	11 Jun 2013	10 Jun 2014	6600.30
14	24 Jun 2013	23 Mar 2014	6571.74

3382.68	563.78	6953.27	3987.31
2892.12	482.02	7181.63	3516.61
307.06	51.18	0.00	307.06
1608.24	268.04	6072.28	2136.26
2286.90	381.15	6046.00	2812.64
<b>Subtotals for FY</b>			<b>12,759.88</b>

10148.04	10752.67
8676.36	9300.85
921.18	921.18
4824.72	5352.74
6860.70	7386.44
<b>Additional cost for FY</b>	<b>20,954.00</b>

12	20 Oct 2014	19 Jul 2015	0.00
1	25 Oct 2014	24 Oct 2015	7707.00
24	09 Feb 2015	02 Jan 2016	7449.26

2727.29	454.55	0.00	2727.29
3352.44	558.74	7090.44	3969.00
2987.04	497.84	6853.32	3582.98
<b>Subtotals for FY</b>			<b>10,279.27</b>

8181.87	8181.87
10057.32	10673.88
8961.12	9557.06
<b>28,412.81</b>	
<b>Additional cost for FY 18,133.54</b>	

8	06 Aug 2015	04 Aug 2016	7667.10
10	03 Sep 2015	20 Apr 2016	8784.30
7	07 Sep 2015	04 Sep 2016	8209.32
11	20 Nov 2015	04 Sep 2018	7419.30
6	25 Feb 2016	22 Feb 2017	8833.86

3444.21	574.04	7053.73	4057.58
5628.84	938.14	8081.56	6331.58
3712.17	618.70	7552.57	4368.92
2938.25	489.71	6825.76	3531.79
4093.60	682.27	8127.15	4800.31
<b>Subtotals for FY</b>			<b>23,090.18</b>

10332.63	10946.00
16886.52	17589.26
11136.51	11793.26
8814.75	9408.29
12280.80	12987.51
<b>62,724.32</b>	
<b>Additional cost for FY 39,634.14</b>	

	11 May 2016	10 May 2017	7466.76
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3485.16	580.86	6869.42	4082.50
<b>Subtotals for FY</b>			<b>4,082.50</b>

10455.48	11052.82
<b>11,052.82</b>	
<b>Additional cost for FY 6,970.32</b>	

3	28 Jul 2017	26 Jul 2018	8339.10
9	13 Sep 2017	11 Sep 2018	7888.44
2	20 Oct 2017	18 Oct 2018	7883.40
4	11 Dec 2017	09 Dec 2018	9116.52

3684.45	614.08	7671.97	4351.58
3550.47	591.75	7257.36	4181.55
3520.40	586.73	7252.73	4151.07
4134.60	689.10	8387.20	4863.92
<b>Subtotals for FY</b>			<b>22,295.47</b>

11053.35	11720.48
10651.41	11282.49
10561.20	11191.87
12403.80	13133.12
	60,343.13
Additional cost for FY	38,047.66

	12 May 2018	08 Feb 2019	8167.74
5	02 Jun 2018	31 May 2019	8460.06

4133.91	688.99	7514.32	4787.33
3684.45	614.08	7783.26	4361.25
<b>Subtotals for FY</b>			<b>9,148.58</b>

12401.73	13055.15
11053.35	11730.15
	24,785.30
Additional cost for FY	15,636.72

**Total Costs** **107,283.77**

**Total Additional Costs** **290,534.19**  
**183,250.42**

<b>Maternity leave starts in FY</b>		
	2012/13	6
	2013/14	5
	2014/15	3
	2015/16	5
	2016/17	1
	2017/18	4
	2018/19	4 (FY not complete, 2 started & 2 more currently expected before FY end)
<b>Average per FY</b>		<b>4</b>

<b>Average cost of maternity leave (per person)</b>		
	6 weeks full pay	3,973.47
	18 weeks full pay	10,760.53

<b>Potential future costs (average)</b>		
	if 4 mat leaves/year	43,042.12
	if 8 mat leaves/year	86,084.24
	if 12 mat leaves/year	129,126.36
	if 16 mat leaves/year	172,168.48

## Appendix 2 – Equality Impact Assessment



CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE



### EQUALITY IMPACT ASSESSMENT

Please ensure you have **Final Showing Markup** and **Show Comments** selected in toolbar above to see further guidance.

#### Introduction

The general equality duty (Equality Act 2010) means Cambridgeshire Fire and Rescue Service must have **due regard** to the need to:

Eliminate unlawful discrimination, harassment and victimisation

Take opportunities to advance equality

Foster good relations with and between underrepresented or disadvantaged groups.

These requirements are in relation to the protected characteristics (PC) of **age, disability, ethnicity (including nationality, national origin, colour and race); gender reassignment; marriage or civil partner status, maternity and pregnancy, religion or belief, sex, sexual orientation.**

This means:

Removing or reducing disadvantage experienced by people due to a PC

Taking steps to meet the needs of people from PC groups where these are different from other peoples' needs.

Encourage people from PC groups to participate in public life or in other activities where their participation rate is disproportionately low.

The following analysis helps us meet these responsibilities.

Department/Station :	Title of policy, service or activity
Human Resources	Proposal to increase contractual maternity pay provision
Completed by:	Date EqlA completed & DMS number
Sam Smith, Head of HR	07 Sept 2018, DMS #537473
Lead Manager/Officer	Is policy new/proposed; existing or changing?
Sam Smith	Changing

## Part 1 Assessing impact on different groups

### a. Brief summary of aims of policy, activity or service.

A proposal to increase the contractual maternity pay provision for all staff (subject to qualifying length of service), in order to support an increase in recruitment and retention of a more diverse workforce.

Provisions also to be mirrored for those taking main adoption leave (including surrogacy).

### b. Who are the main stakeholders to the policy, activity or service and who should it benefit?

All staff eligible to take maternity leave

All staff eligible to take adoption leave

Trade Unions

COG / COAG

Fire Authority (must approve any required budgetary changes)

### c. Evidence or information used to assess impact.

The Service's strategic aim to increase the diversity of the workforce and to remove all possible barriers to achieving this is set out in the IRMP.

The data on gender diversity of the workforce as at 30 June (latest available data) for the rolling 5 year period is as follows:

Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Jun-14	11	4.8%	10	3.6%	21	4.2%	34	87.2%	65	53.7%	99	61.9%	120	18.0%
Jun-15	11	4.8%	10	4.1%	21	4.4%	32	84.2%	66	54.1%	98	61.3%	119	18.8%
Jun-16	15	6.3%	10	4.3%	25	5.3%	36	85.7%	66	52.0%	102	60.4%	127	19.8%
Jun-17	18	7.2%	12	5.1%	30	6.2%	35	83.3%	72	49.7%	107	57.2%	137	20.4%
Jun-18	16	6.6%	15	6.5%	31	6.6%	33	78.6%	79	47.9%	112	54.1%	143	21.0%

Although improvements have been made over the past 5 years, there is still more to do to ensure gender diversity reflects the demographic of the communities we serve (50.2% in 2011).

Whilst there is no direct evidence that increasing maternity pay provisions will directly impact on improved female diversity in the workforce, if it is affordable to the Authority to



increase provision then this sends a message to prospective female employees that the Service values their contribution and will offer enhanced financial support to them whilst on maternity leave. It can also be used as a direct attraction mechanism.

It is difficult to draw on specific information to assess the impact on those who may take main adoption leave, as little data exists nationally on the numbers of individuals taking adoption leave from employment, and only one individual from the Service has taken adoption leave in memory/records. However it can reasonably be presumed that numbers would be low, as Department for Education data shows that around 4,500 adoptions took place in England in 2017 (latest data available, see [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/664995/SFR50\\_2017-Children looked after in England.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664995/SFR50_2017-Children looked after in England.pdf))

d. From the evidence, which protected characteristic group(s) (see comment for full list) are likely to be impacted by this policy compared to people in general? Give a summary of the impact; whether it is positive or negative; affects community, staff or both.

The proposed increase to maternity pay provision is most likely to affect female staff that become pregnant whilst in the Service's employment.

The mirroring of maternity pay provisions for adoption leave could in theory affect any employee of the Service, as in circumstances of adoption (or surrogacy) the parents may choose which of them takes main adoption leave and which takes parental support leave (which mirrors paternity leave).

In both cases this is a positive impact.

e. Conclusion – what changes – if any - can be made to improve the policy or activity in order to reduce any negative impact or to maximise positive impact?

None deemed necessary as the impact is positive.

It will be for the Fire Authority to determine and agree the affordability of any increase to maternity pay provisions, based on the projected increased costs (not just of increasing provision but of a potential increase in the number of maternity leaves that may be taken from the Service in future years). Therefore the maximisation of impact will need to be balanced with affordability considerations.



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Deputy Chief Executive Officer - Matthew Warren

**PRESENTING OFFICER(S):** Deputy Chief Executive Officer - Matthew Warren  
Telephone: 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 7 February 2019

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## **DRAFT FIRE AUTHORITY BUDGET 2019/20**

### **1. Purpose**

- 1.1 The purpose of this report is to present the Fire Authority with the proposed budget and precept for 2019/20.

### **2. Recommendation**

- 2.1 The Authority is asked to review the budget book attached at Appendix 1 and approve the recommendations detailed on Page 18 within it.

### **3. Risk Assessment**

- 3.1 **Economic/Political** – the efficiency plan was approved and the current comprehensive spending review period cuts are forecast to be achieved. The budget will need to be set at a level that falls within the efficiency plan and keeps council tax increases within defined capping limits.

### **4. Background**

- 4.1 The Service received its draft settlement for 2019/20 on 13 December 2018. The draft Authority budget was presented to the Policy and Resources Committee for endorsement in December 2018; the Committee endorsed the proposed budget and associated precept increase of 2.88%.
- 4.2 A consultation process on the proposed council tax increase has been undertaken and feedback from this process will be presented orally at the Authority meeting.

### **5. Budget Considerations**

- 5.1 The budget has been built including an additional burden for the Authority associated with the changes to the Firefighter Pension Scheme SCAPE (superannuation contributions adjusted for past experience) rate. This change has resulted in an increase in the employer contribution rate to 30.2%. Whilst the Treasury has provided the Authority with a Section 31 grant to cover some of this burden, the grant of £1.144m still leaves the

Authority with a gap of £290k. The budget attached shows this pressure funded by using the Pension Reserve. At this stage it is not known how the gap will be funded in the future although there are indications that it will be wrapped up with the comprehensive spending review process.

- 5.2 Pay inflation has been forecast at 2% for the next financial year. However the actual inflation figure is subject to negotiation with the various representative bodies so may be subject to change. In addition to inflation, there are a small number of new posts contained within the budget; a new post which supports the maintenance of the community risk database and a new ICT Shared Services structure that includes a database analyst and a dedicated ICT project manager. These posts are jointly funded between ourselves and Bedfordshire Fire and Rescue Service.
- 5.3 The budget also accounts for the additional costs associated with the revised maternity arrangements, presented and endorsed by the Policy and Resources Committee in December 2018. The Committee requested that the estimated additional costs of £47k were included within the budget. These costs are funded by drawing from reserves during 2019/20.
- 5.3 The detailed budget build, included on pages 21 and 22 of the budget book, provides a line by line breakdown of the proposed budget, showing the current year budget and the proposed 2019/20 budget.
- 5.4 Attached at pages 19 and 20 of the budget book are the detailed capital budgets for 2019/20. The major change for 2019/20 is the purchase of two new aerial appliances. However there was an assumption made within the capital programme, approved in February 2018 that they would be ordered in separate financial years. This method of implementation will cause operational training challenges and therefore the purchase of the second appliance has been brought forward from 2023/24. To enable this to be funded from next year's capital programme the purchase of three new rescue appliances has been deferred whilst a formal review of the new smaller appliances is undertaken. The replacement of the first appliance is in the current financial years' capital programme that will be slipped into 2019/20.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Budget Preparation Papers 2019/20	Headquarters Hinchbrook Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>



## **BUDGET BOOK 2019/20**

### **CONTENTS**

[Budget Overview](#)

[The Budgetary Context 2019/20](#)

[The Revenue Budget](#)

[Financing the Budget](#)

[Budget Inflation, Pressures and Savings](#)

[Summary Charts](#)

[The Capital Budget](#)

[Summary Capital Programme 2019/20 – 2022/23](#)

[The Treasury Management Strategy](#)

[Chief Financial Officer's Statement](#)

[Recommendations](#)

[Appendix 1 – Detailed Capital Programme](#)

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

## Item 6 – Appendix 1

### **Budget Overview**

#### **Background**

The funding formula for 2019/20 contains:

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

#### **Revenue Support Grant**

The Revenue Support Grant has been reduced by £0.391 million, over that received in 2018/19. This is in keeping with the Government Strategy that will see all Local Government Revenue Support Grant greatly reduced throughout this Comprehensive Spending Review period.

#### **Localised Business Rates**

All single purpose fire and rescue authorities are funded through a two percent share of each district or unitary council's business rates income and topped up by central government. A safety net and tariff/top-up is applied to this funding to ensure no service makes excess gains or losses through this funding. The funding for Cambridgeshire Fire was impacted by a top up adjustment of £2.385m through this adjustment mechanism.

#### **Comprehensive Spending Review (CSR) – pressures and savings**

The next financial year is the last for the current Comprehensive Spending Review period. The Service has experienced significant cuts to its grant over the period and these cuts, along with inflation have resulted in

pressures of circa £3.9 million. The Service responded by making significant cost reductions alongside the increases in Council Tax and the taxbase increasing, resulting in a balanced budget over the period. The Government are currently working on a new Spending Review and the result and implications of this are likely to be published sometime in 2019, prior to the 2020/21 budget process.

#### **What does it mean?**

In summary the Authority will receive a total grant, including Business Rate Contributions, of £9,080k.

The Revenue Support Grant and Business Rate Contributions and grants represent £6,695k of this total. This is a reduction of £114k over the grant received in 2018/19, equivalent to 1.7%.

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

- A 2.88% increase in Council Tax for 2019/20;
- Non pay inflation will be 1%

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

### **The Budget Build-up: Revenue Expenditure**

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

#### **Summary of Revenue Expenditure**

<b>2018/19 Budget £000</b>		<b>2019/20 Budget £000</b>
	<b>Expenditure</b>	
22,343	Employees	24,717
1,401	Premises	1,484
4,487	Supplies and Services	4,433
453	Transport	488
145	Agency Costs	150
1,444	Capital Financing	1,273
<b>30,273</b>	<b>Total Expenditure</b>	<b>32,545</b>
<b>-1,851</b>	<b>Income</b>	<b>-3,040</b>
<b>28,422</b>	<b>Net Expenditure</b>	<b>29,505</b>

Attached at Appendix 2 is a detailed expenditure forecast.

#### **Inflation**

The anticipated costs of inflation between 2018/19 and 2019/20 are £603k, an average of 2.1%.

Pay awards for employees is forecast at 2%.

#### **Financing the Budget**

	<b>£'000</b>	<b>%</b>
<b>Adjusted Budget 2018/19</b>	<b>28,422</b>	
Inflation and Pressures	603	2.1
Budget Variations	1,748	6.2
Service pressures/efficiencies	-1,268	-4.5
<b>Budget Requirement 2019/20</b>	<b>29,505</b>	
Less:		
Transfer from reserves	-337	
NNDR	-6,329	
<b>Recommended Precept 2019/20</b>	<b>20,088</b>	

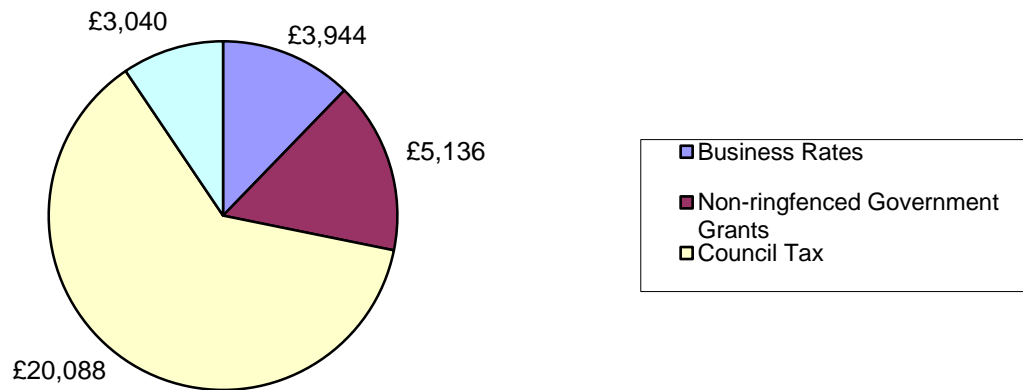
The following page shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2019/20 to 2021/22.

## Item 6 – Appendix 1

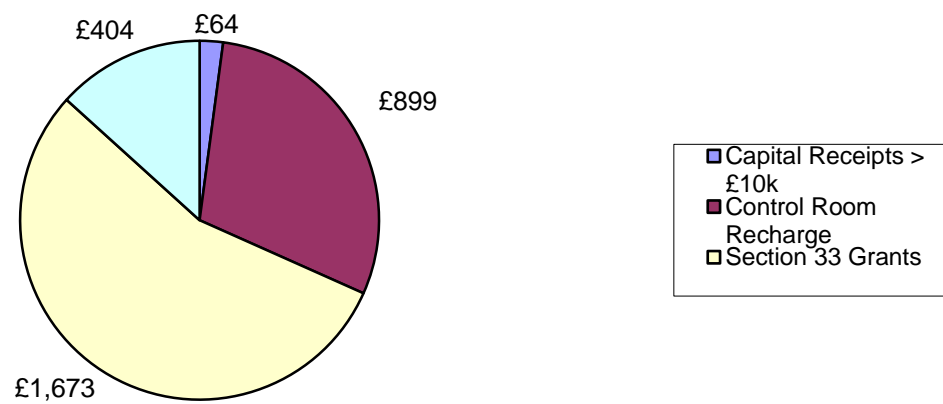
	Estimate	2019/20	Forecast	Forecast
	£'000	Incr. %	2020/21 £'000	2021/22 £'000
<b>Budget (previous year)</b>	<b>28,422</b>		<b>29,505</b>	<b>30,174</b>
Wholetime Firefighters Pay	226			
Retained Firefighters Pay	50			
Fire Control Pay	31		215	0
Local Government Employees Pay (LGEs)	121		-1	0
Other Price inflation	175			
<b>Inflation</b>	<b>603</b>	<b>2.1%</b>	<b>752</b>	<b>550</b>
LGE Staff	295			
Control Room Staff	-16			
Firefighters	1,203		0	
Operational Activity	266		0	
Insurances	-64			
Capital Charges	47		169	127
Other	17		39	22
<b>Budget Variations</b>	<b>1,748</b>	<b>6.2%</b>	<b>208</b>	<b>149</b>
<b>Service Pressures/Efficiency Savings</b>				
Budget Holder Savings	-124	-0.4%	-291	-976
Special Pension contributions grant	-1,144			
<b>Service Pressures/Efficiency Savings</b>	<b>-1,268</b>	<b>-4.5%</b>	<b>-291</b>	<b>-976</b>
<b>Budget Requirement</b>	<b>29,505</b>	<b>3.8%</b>	<b>30,174</b>	<b>29,897</b>
RSG	-2,751		-2,750	
Top-up Grant	-2,385		-2,240	-3,816
National Non-domestic Rates	-3,944		-3,983	-4,023
Transfer from reserves	-337		-337	-337
<b>Fire Authority Precept</b>	<b>20,088</b>		<b>20,864</b>	<b>21,721</b>
<b>Tax Base</b>	<b>283,970</b>		<b>286,554</b>	<b>289,733</b>
<b>Band D Tax</b>	<b>£70.74</b>		<b>£72.81</b>	<b>£74.97</b>
<b>Year on Year Increase</b>	<b>2.88%</b>		<b>2.9%</b>	<b>3.0%</b>



**How we are funded (£'000)**



**Analysis of other income (£'000)**



### **The Budget Build-up: Capital Expenditure**

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

The Capital Budget for 2019/20 amounts to £4.187m and is summarised below:

<b>Schemes</b>	<b>£'000</b>
Vehicles including Fire Appliances	2,335
Property Schemes	1,210
Operational Equipment	292
IT and Communications	350
<b>Total Expenditure</b>	<b>4,187</b>

A schedule setting out the medium term capital programme for 2019/20 to 2022/23 is shown on the next page.

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

The revenue budget accounts for the financing costs of the schemes in 2019/20 and future years.

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

	<b>£'000</b>
PWLB Loan	2,088
Capital Receipts	262
Revenue Contribution	956
Transfer from reserves	881
<b>Total Financing</b>	<b>4,187</b>

**DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2019/20 TO 2022/23**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>CAPITAL EXPENDITURE</b> (details – Appendix 3)				
Vehicle Replacement Programme	2,335	1,120	1,940	1,512
Equipment	292	209	272	195
Property Maintenance & Land	1,210	500	500	500
IT & Communications	350	350	350	350
<b>TOTAL EXPENDITURE</b>	<b>4,187</b>	<b>2,179</b>	<b>3,062</b>	<b>2,557</b>
<b>FINANCED BY:</b>				
Loan	2,088	1,098	1,947	1,303
Capital Receipts	262	110	171	280
Revenue Contribution to Capital Outlay (RCCO)	956	971	944	974
Transfer from Reserves	881	-	-	-
Capital Grants	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>4,187</b>	<b>2,179</b>	<b>3,062</b>	<b>2,557</b>

### **Treasury Management Strategy Statement**

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

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

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

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

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

The suggested strategy for 2019/20 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

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

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

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



## Item 6 – Appendix 1

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

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

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

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

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>
Affordable Borrowing Limit			
Total Budget excl. capital	28.232	28.718	28.343
Total Budget incl. capital	29.505	30.174	29.897
Difference	1.273	1.456	1.554
Band D Impact	£4.48	£5.08	£5.36
Band D Authority Tax	£70.74	£72.81	£74.97
Band D Increase	£1.98	£2.07	£2.16

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>
Capital Financing Requirement	6.074	7.172	7.174
Operational Boundary	5.421	6.519	6.521
Authorised Limit	6.921	8.019	8.021
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	<b>Upper Limit</b>	<b>Lower Limit</b>
Maturity Structure of new Fixed Rate borrowing in 2019/20:		
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

## Item 6 – Appendix 1

The Authority's current portfolio position at 31/12/18 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
<b>Gross Debt</b>		<b>3.200</b>	
Total Investments		16.989	
<b>Net Investment</b>		<b>13.789</b>	

The anticipated borrowing requirements of the Authority are detailed below:

	2019/20 £m	2020/21 £m	2022/23 £m	2023/24 £m
New Borrowing	2,098	1,098	1,947	1,303
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
<b>Total</b>	2,098	1,098	1,947	1,303

## Prospects for Interest Rates

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

Sector Bank Rate Forecasts for financial year ends (March)

- 2018/ 2019 0.75%
- 2019/ 2020 1.25%
- 2020/ 2021 1.50%
- 2021/ 2022 2.00%

Longer term PWLB maturity rates had fallen towards the end of quarter ending December 2018 while 5 and 10 year rates have fell during most of that period. The 50 year PWLB target (certainty) rate for new long term borrowing was unchanged at 2.70% during the quarter and is expected to rise to 3.0% by March 2020. The 25 year rate is expected to be 2.9% until March 2019 and rise further reaching 3.2% by March 2020. The 5 year rates are expected to remain at 2.1% until March 2019 then to gradually rise to reach 2.3% by March 2020.

Link Treasury Services Ltd's report quarter ending December 2018 stated that after the August Bank Rate increase to 0.75% the MPC had since put any further action on hold until after the Brexit fog had cleared, to give some degree of certainty of what the UK is heading into. It is particularly unlikely that the MPC would increase the Bank Rate in the short term ahead of the deadline in March for Brexit, if no agreement on Brexit has been reached by then. The current forecast of the Bank Rate is expected to rise by 0.50% by March 2020 to 1.25% with a further rise the following year reaching 1.50% by March 2021.

## Item 6 – Appendix 1

These forecasts are based on a central assumption that there is an agreement on a reasonable form of Brexit. If that is the case then the MPC could return to increasing the Bank Rate in May 2019 but then hold fire again until February 2020. However, this is obviously based on making huge assumptions which could be confounded. In the event of a disorderly Brexit, then cuts to the Bank Rate could well be the next move.

The overall balance of risks to economic recovery in the UK is probably neutral. The balance of risks to increase the Bank Rate and shorter term PWLB rates are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside and how quickly the Brexit negotiations move forward positively.

### **Borrowing Strategy**

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

This Authority's total investments exceed gross debt with net investments of £13,789m. The general aim of this treasury management strategy is to reduce this total over the next three years in order to reduce the credit risk incurred by holding investments. Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast caution will be adopted with the 2019/20 treasury operations - the aim will be to minimize debt interest costs.

The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

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



### **Investment Policy**

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

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

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

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

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

### **Creditworthiness Policy**

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

- credit watches and credit outlooks from credit rating agencies;

- credit default swap (CDS) spreads, to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

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

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

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

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

## Item 6 – Appendix 1

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

### **Investments Strategy**

Bank Rate was increased to 0.75% in August 2018 and is expected to remain at 0.75% in Quarter 4 of 2019.

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

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

### **Treasury Management Consultants**

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

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

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

### **Scheme of Delegation and Role of Section 151 Officer**

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

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

### **Minimum Revenue Provision Policy Statement**

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

The Authority implemented MHCLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2019/20 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2019/20 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2019 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a

new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

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

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

## **Chief Financial Officer's Statement**

### **Statutory Declarations**

#### **Chief Financial Officer's Statement**

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

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

#### **Robustness of Estimates**

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

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

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

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

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2019/20.

### **Adequacy of Reserves**

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

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

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

At 31 March 2018, the Authority's usable General Reserve balance was £2,423k, representing 8.5% of net revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

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

The Property Development Reserve is currently £7,460k. The current rate of return on cash investments is poor and it would therefore be prudent to review property requirements. There are already plans in place to fund the approved capital programme in relation to property, from reserves. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

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

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

The level of reserves is important, not only for the budget 2019/20 but also in formulating the Medium Term Financial Strategy. The table below provides a detailed estimate on how reserves will be used over the medium term.

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

## Item 6 – Appendix 1

**Estimated General / Earmarked Reserve Breakdown 2018/19**

	18/19	19/20	20/21	21/22	22/23	Narrative
	£'000	£'000	£'000	£'000	£'000	
<b>Estimated Reserves at Start of Financial Year</b>	<b>12,885</b>	<b>10,889</b>	<b>8,748</b>	<b>8,748</b>	<b>6,748</b>	
<b>Property Development Reserve</b>	8,463	7,258	6,048	4,048	6,048	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. The Monkswood training centre development is awaiting planning (expected 7th Feb). SHQ and Huntingdon are in the design phase at this stage.
<b>Capital Financing Property Improvements</b>	- 1,205	- 1,210				2018/19 Year-end Capital position will determine actual requirement
<b>General Reserve</b>	2,423	1,632	901	901	901	
<b>Capital Financing</b>	- 791	- 731				
<b>Community Safety Reserve</b>	200	-	-	-	-	This reserve is held to fund specific projects and programmes. It will be called upon when required but it is not expected to be held for the long-term.
<b>Operational Firefighter Reserve</b>	975	975	975	975	975	The Service is currently over-established for Firefighters and this reserve will be used to cover any overspend in the short-term.
<b>Pension Reserve</b>	824	824	824	824	824	This reserve is held to fund ill health retirements that are often unexpected.
<b>Estimated Reserves at Year end</b>	<b>10,889</b>	<b>8,748</b>	<b>8,748</b>	<b>6,748</b>	<b>8,748</b>	
<b>General Reserves at Year end</b>	1,632	901	901	901	901	
<b>Earmarked Reserves at year end</b>	9,257	7,847	7,847	5,847	7,847	

**Proposed Recommendations**

1. That approval is given to a Fire Authority budget requirement of £29,505,000.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £20,088,000.
3. That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (283,970):

Band	Authority Tax	Band	Authority Tax
A	£47.16	E	£86.46
B	£55.02	F	£102.18
C	£62.88	G	£117.90
D	£70.74	H	£141.48

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

## DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2019/20 TO 2022/23

	2019/20		2020/21		2021/22		2022/23	
	No.	£'000	No.	£'000	No.	£'000	No.	£'000
<b>Vehicle Replacement Programme</b>								
Water Tender/Rescue Pumps	-	-	3	717	3	717	3	717
Multistar (Aerial Appliance)	2	1616	-	-	-	-	-	-
Service Vehicles (Cars)	33	649	15	364	28	502	35	726
Small/Derived Van	2	25	-	-	12	135	2	25
Medium Van's	-	-	2	36	5	89	-	-
Large Van	2	45	-	-	2	45	2	45
Personnel Carrier/MPV	-	-	-	-	1	23	-	-
Rescue Vehicle	-	-	-	-	2	192	-	-
Foam Water Carrier	-	-	-	-	-	-	-	-
Car Transporter	-	-	1	4	-	-	-	-
Command Support Unit	-	-	-	-	1	238	-	-
<b>Total Vehicle Replacement Programme</b>	<b>39</b>	<b>2,335</b>	<b>21</b>	<b>1,121</b>	<b>54</b>	<b>1,941</b>	<b>42</b>	<b>1,513</b>
<b>Equipment</b>								
Heavy Duty Combi's	15	225	6	90	11	165	1	15
Appliance Ladders	-	-	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	-	-	-	-
BA Compressors (Small)	-	-	-	-	-	-	3	42
New workshop ramp	-	-	1	12	-	-	-	-
MARS units	-	-	-	-	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	-	-	-	-
LPP's (Light Portable Pumps)	-	-	3	18	3	18	3	18
Airbags	-	-	-	-	-	-	-	-
Defibrillators	-	-	-	-	-	-	35	31
<b>Total Equipment</b>	<b>29</b>	<b>292</b>	<b>27</b>	<b>209</b>	<b>31</b>	<b>272</b>	<b>59</b>	<b>195</b>



## DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2019/20 TO 2022/23 (Cont.)

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
<b>Property Maintenance and Land</b>				
Cottenham-Re-surfacing	35	-	-	-
Dogsthorpe-Reroofing appliance bay	100	-	-	-
Dogsthorpe-Re-surfacing	85	-	-	-
Ely-Welfare facilities upgrade	-	-	-	-
Gamlingay-Re-surfacing	45	-	-	-
Kimbolton-Replacement drill tower	-	-	-	-
Linton-Replacement roofing	60	-	-	-
Littleport-Replacement drill tower	-	-	-	-
Ramsey-Re-surfacing	30	-	-	-
Sawtry-Extension to drill yard and car park	-	-	-	-
Sawtry-Replacement drill tower	-	-	-	-
Sawtry-Removal of tank room	25	-	-	-
Soham-Replacement drill tower	-	-	-	-
St Ives-Replacement heating boiler	50	-	-	-
St Ives-Replacement concrete drill tower	75	-	-	-
St Neots-Storage, gym (training)	-	-	-	-
Thorney-Replacement drill tower	-	-	-	-
Whittlesey-Replacement drill tower	-	-	-	-
Whittlesey- Re-surfacing	80	-	-	-
Wisbech-Smoke house	110	-	-	-
Various TBC	75	-	-	-
Contingency	440	500	500	500
<b>Total Property Maintenance and Land</b>	<b>1,210</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>IT and Communications</b>				
Essential system enhancements	350	350	350	350
<b>Total IT and Communications</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>

2018/19 £'000		2019/20 £'000
	<b>Expenditure</b>	
15,998	Firefighters and Control Room Staff	17,778
5,873	Support Staff	6,448
418	Training	434
55	Other Staff Costs	57
<b>22,344</b>	<b>Total Employee Costs</b>	<b>24,717</b>
325	Repairs and Maintenance	329
282	Heating and Lighting	305
155	Cleaning Contract	161
639	Rents and Rates	689
<b>1,401</b>	<b>Total Premises Costs</b>	<b>1,484</b>
116	Office Equipment and Furniture and Fitting	118
848	IT Equipment	947
382	Clothing and Uniform	387
996	Communications	1,010
422	Mutual Protection	360
62	Subscriptions	67
33	Corporate Support	34
133	Community Safety	136
78	Fire Protection Expenses	80
117	Health and Safety	119
102	Members Fees	96
70	Audit Fees	0
86	Legal Fees	71
222	Consultant Fees	88
46	Printing and Stationery	201
		47

	Cont.....	
<b>2018/19</b>		<b>2019/20</b>
<b>£'000</b>		<b>£'000</b>
16	Postage	17
72	Travel and Subsistence	73
34	Advertising	30
122	Hydrants/BA Maintenance	100
191	Operational Equipment/Infrastructure	166
104	Project Delivery Costs	106
235	Other Supplies and Services	180
<b>4,487</b>	<b>Total Supplies and Services Costs</b>	<b>4,433</b>
65	Car Allowances	69
255	Petrol, Oil and Tyres	282
133	Repair and Maintenance of Vehicles	137
<b>453</b>	<b>Total Transport Costs</b>	<b>488</b>
123	Section 2 and 12 Charges	127
22	Service Level Agreements	23
<b>145</b>	<b>Total Agency Charges</b>	<b>150</b>
1,443	Capital Financing	1,273
<b>1,443</b>	<b>Total Capital Charges</b>	<b>1,273</b>
-189	Capital Receipts > £10k	-64
-896	Control Room Recharge	-899
-468	Section 33 Grants	-1,673
-298	Other Income	-404
<b>-1,851</b>	<b>Total Income</b>	<b>-3,040</b>
<b>28,422</b>	<b>Net Revenue Expenditure</b>	<b>29,505</b>



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Monitoring Officer - Shahin Ismail

**PRESENTING OFFICER(S):** Monitoring Officer - Shahin Ismail

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**DATE:** 7 February 2019

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## **MEMBERS' ALLOWANCES SCHEME 2019/20**

### **1. Purpose**

- 1.1 The purpose of this report is to seek approval from the Fire Authority of a Members' Allowances Scheme for the next 12 months.

### **2. Recommendation**

- 2.1 It is recommended that the allowance rates within Appendix 1 are agreed and applied for the next 12 months.

### **3. Risk Assessment**

- 3.1 **Political** – membership of the Authority Committees has to comply with the requirements of the Local Government and Housing Act 1989 and reflect the overall political proportionality of the Authority except for those Committees where the requirement has been waived by unanimous vote of the Authority. This also ensures that no individual or political party will benefit disproportionately from the Scheme.
- 3.2 **Economic** – the Authority not only has a duty to ensure it complies with applicable statutory instruments but that any such scheme is managed efficiently, effectively and cognisant of any National Joint Council pay awards.
- 3.3 **Legal** – the Authority are required under the Local Authorities (Members' Allowances) (England) Regulations 2003 to put in place a compliant scheme for the payment of allowances to its Members. Failure to do so would place the Authority in breach of its legal duty.

### **4. Review Methodology**

- 4.1 In keeping with historic arrangements, the most cost effective method of reviewing Member allowances (required every four years) is to ask Cambridgeshire County Council (CCC) to consider Authority requirements as part of its own review.

- 4.2 Members will recall that CCC commissioned and subsequently rejected the report findings of an Independent Remuneration Panel on Members' Allowances at their meeting in July 2018 and approved an alternative scheme. In light of this and the potential for changes in fire governance, the Authority agreed a twelve month extension of their existing scheme for 2018/19; this is due to expire on 31 March 2019.
- 4.3 As the situation regarding fire governance remains unclear it is felt that the Authority's existing scheme should prevail for a further 12 months. The scheme at Appendix 1 details a 2% cost of living increase in line with the National Joint Council increase applied to employee salaries in 2018; the travel and subsistence rates reflect those currently paid to Officers.
- 4.4 The cost of the scheme, based on current membership and committee structure (excluding ad-hoc additional responsibilities, travel and subsistence and Type 3 Project Boards which will fluctuate throughout the year) will be £78,750.82 in 2019/20.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Members' Allowances Scheme	Hinchingsbrooke Cottage Brampton Road Huntingdon Pe29 2NA	Monitoring Officer 01480 444556
The Local Authorities (Members' Allowances) (England) Regulations 2003		
The National Association of Local Councils – The Good Councillor's Guide		



## **MEMBERS' ALLOWANCES SCHEME**

### **2019/20**

# **CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY SCHEME OF MEMBER ALLOWANCES**

## **1. INTRODUCTION**

- 1.1 This scheme has been adopted by Cambridgeshire and Peterborough Fire Authority (the Authority), as its local scheme in accordance with the provisions of the Local Authorities (Member Allowances) (England) Regulations 2003. The scheme comes into effect from 1 April 2019.
- 1.2 In this scheme the following definitions apply:

“Member” means any councillor appointed by a constituent authority to serve on the Cambridgeshire and Peterborough Fire Authority;

“Independent Member” means a person who is not appointed by a constituent authority but by the Fire Authority itself to serve on any of its committees/subcommittees or panels.
- 1.3 Unless amended in the intervening period, this scheme covers the period 1 April 2019 to 31 March 2020.

## **2. SCHEME OF ALLOWANCES**

- 2.1 Members of Cambridgeshire and Peterborough Fire Authority are entitled to claim the following allowances, as specified in this Scheme:
  - Basic Allowance
  - Special Responsibility Allowance
  - Travel and Subsistence Allowance
- 2.2 In preparing this scheme of allowances, due consideration had been given to the report made by the Independent Remuneration Panel set up by Cambridgeshire County Council.
- 2.3 Any Member who wishes to forego entitlement to all or part of their allowances should notify the Deputy Chief Executive Officer in writing.
- 2.4 The Authority is obliged to make public all payments made to Members under this scheme of allowances (see paragraph 10).



### **3. BASIC ALLOWANCE**

- 3.1 The Authority shall pay to each Member an annual basic allowance, as set out in Schedule 1.
- 3.2 The Basic Allowance is intended to contribute to expenses incurred as a result of carrying out Authority business and other semi-official activities carried out by Members – such as the use of the home and telephone. The allowance is not intended to recompense Members for all the time they devote to Authority business, as it is assumed that some elements of the work of Members are undertaken on a voluntary basis.
- 3.3 This allowance will be paid automatically in equal monthly instalments, one month in arrears. It may be subject to tax and national insurance deductions (see paragraph 8). The payment will be made one month in arrears direct to the nominated bank or building society account, normally on the last working day of each month.
- 3.4 If a Member is replaced on the Authority by another Member, then the basic allowance will be adjusted in accordance with the number of days to which they are entitled. If a Member is suspended or partially suspended in accordance with Part III of the Local Government Act 2000 or regulations made there under, then the allowance payable for that period shall be withheld.

### **4. SPECIAL RESPONSIBILITY ALLOWANCE**

- 4.1 In addition to the Basic Allowance, a Special Responsibility Allowance (SRA) will be paid to Members who have special or additional responsibilities and/or hold particular posts. The categories of SRA's are set out in Schedule 1.
- 4.2 Subject to paragraph 4.4 below, Members will be restricted to being in receipt of one SRA at any one time.
- 4.3 An ad-hoc SRA may be payable to a Member designated by the Policy and Resources Committees for undertaking significant additional responsibilities and workload in relation to a particular ad-hoc project as determined by the Committee. The allowance shall be payable for the period that the Member concerned is actively involved in the project or as determined by the Committee. The SRA will be payable only where authorised in advance by the Policy and Resources Committee. Only one such allowance will be payable at any one time.
- 4.4 To reflect the amount of work involved on the part of the individuals concerned, an SRA of £1,050.91 shall be paid to Members sitting on Type 3 Project Boards; Members will be able to receive this SRA in addition to any other SRA that they receive under this Scheme.
- 4.5 This allowance will be paid automatically in equal monthly instalments, one month in arrears. It may be subject to tax and national insurance deductions (see paragraph 8). The payment will be made one month in arrears direct to

the nominated bank or building society account, normally on the last working day of each month.

- 4.6 Where a Member takes up or relinquishes a post that carries a SRA during the course of a financial year, the allowance will be adjusted in accordance with the number of days to which they are entitled.
- 4.7 If a Member is suspended or partially suspended in accordance with Part III of the Local Government Act 2000 or regulations made there under, then the allowance payable for that period shall be withheld.

## **5. DEPENDENT CARERS' ALLOWANCE**

- 5.1 Under the legislation, the Authority is not entitled to pay any dependent carers' allowances.

## **6. PENSION**

- 6.1 Under the legislation, the Authority is not entitled to decide that any of its allowances be pensionable.

## **7. TRAVEL AND SUBSISTENCE ALLOWANCES**

- 7.1 Travel and subsistence allowances are payable in respect of attendance at events regarded as approved duties. These relate to:
- Attendance at designated meetings as part of the internal political management process.
  - Attendance at events as the formally designated representative of the Authority.
  - Attendance by invitation at designated events as part of the advisory process.
  - Attendance at designated external conferences and courses.
- 7.2 The full range of approved duties for which travel and subsistence allowances apply is set out in Schedule 2. The level of travel and subsistence allowances payable shall be set having regard to the rates set by the National Joint Council.
- 7.3 Travelling and subsistence allowances are not payable for journeys undertaken outside the geographical County of Cambridgeshire other than for authorised attendance on behalf of the Authority at those meetings under Schedule 2 that are held outside the County. International travel and attendance at regional meetings held outside the region shall require approval in advance by Group Leaders.
- 7.4 Travel and subsistence allowances are not payable in relation to:
- A social function of any nature other than civic, ceremonial or courtesy visits by the Chairman in relation to his/her area of responsibility or by any other

Member on behalf of the Chairman of the Authority.

- Attending parish council meetings, Members' surgeries or consultation (other than as the Authority's formally designated representative) or unofficial visits to local fire service establishments.
- Voluntary attendance at any meeting of the Authority's committee meetings, an outside body or other organisation.
- Visits by Members to Authority offices to undertake research or for individual discussions with officers on issues of general interest only and not related to a local constituency issue.
- Attendance at any party political or union meeting.

7.5 Where Members are unsure as to whether a particular event is eligible for the payment of travel and subsistence allowances, they should consult the Deputy Chief Executive Officer who shall be authorised to determine whether these allowances should apply.

## **8. TAX AND NATIONAL INSURANCE (NI) ARRANGEMENTS**

8.1 This section is intended to provide a brief summary, for information purposes, of the tax implications associated with the allowances set out in this scheme. The Authority does not guarantee that the information is necessarily accurate or appropriate for individual Members. It is for each Member to satisfy themselves personally that their tax and insurance arrangements are in order.

8.2 Basic and SRAs are all subject to income tax and NI as they are payments made in respect of duties of an office. Travel and subsistence may be the subject of income tax and Members are asked to keep appropriate records to satisfy any enquiries the Tax Office may make.

8.3 Tax will be deducted at the basic rate unless the Authority is notified to the contrary by the Inland Revenue and Customs.

8.4 NI contributions on allowances will be in accordance with the prevailing HMRC guidance and the Authority is not responsible for checking aggregated figures for individual Members sources of income.

8.5 Members who are self-employed or have elected to pay reduced rate NI contributions will need to discuss this with HMRC.

8.6 The receipt of allowances from the Authority may affect Members who are receiving Department for Work and Pensions (DWP) Benefits. All allowances should be declared to the DWP who will advise Members of any impact on their benefits. Members should note that failure to disclose any allowance to the DWP may result in prosecution.

## **9. INDEXING OF ALLOWANCES**

- 9.1 The basic allowance and SRAs will be automatically updated each year for inflation in line with the National Joint Council increase applied to staff salaries. This arrangement will apply for a maximum of 4 years, before the scheme has to be reviewed.

## **10. PUBLIC INSPECTION**

- 10.1 In accordance with the legislation, the Authority is obliged to publish details of the total sum paid during the financial year to each recipient. Records of payments must be made available for inspection to the public on request.

## **11. SUSPENSION OF ALLOWANCES**

- 11.1 Authority meetings are important, formal events with a clear purpose – to make decisions. Each Member of the Authority has a responsibility to attend meetings when summoned to do so; the notice to attend an Authority meeting is, in law, a summons. This encompasses attendance at full Authority meetings and any committees/subcommittees or panels to which a Member is assigned.
- 11.2 Attendance sheets are maintained for each meeting and are also a mechanism for recording apologies. Where a Member fails to attend two consecutive meetings, for whatever reason, the Monitoring Officer will initiate discussions with the Member concerned and if appropriate, their political group leader to consider the suspension of allowances payable for the period in question. The outcome of any such discussions will be communicated, in writing, to the Member concerned.

## **12. OFFICER CONTACTS**

- 12.1 If Members require any assistance with particular aspects of the scheme, please contact the relevant Officer as indicated below:

Monitoring Officer	01480 444556
Payroll Officer	01480 444543

## SCHEDULE 1

DETAILS OF ALLOWANCE	2018/19	2019/20	COMMENTS
All Fire Authority Members	£2483.00	£2532.66	
Chairman of the Fire Authority	£12415.04	£12663.34	
Vice-Chairman of the Fire Authority	£9311.28	£9497.51	75% of Chairman
Fire Authority Liberal Democrat Group Leader	£4941.16	£4979.61	£2000 plus 1/17 <sup>th</sup> of Chairman per Member in Group
Fire Authority Labour Group Leader	£3480.58	£3489.80	£2000 plus 1/17 <sup>th</sup> of Chairman per Member in Group
Fire Authority Independent Group Leader	NA	NA	
Chairman, Policy and Resources Committee	£4966.01	£5065.34	40% of Chairman
Chairman, Overview and Scrutiny Committee	£4966.01	£5065.34	40% of Chairman
For ad-hoc additional responsibilities as defined by the Policy and Resources Committee	£51.00 per month	£52.00 per month	Maximum of one ad-hoc SRA payable at any one time
Members sitting on Type 3 Project Boards	£1030.30	£1050.91	

MILEAGE RATES FOR USING PRIVATE MOTOR VEHICLES				
	451-999 cc	1000-1199 cc	Over 1200 cc	
<b>Rates from 6 April 2011</b> Per mile up to 8500	Payment per mile will be the maximum mileage rate on which there is no taxable benefit as advised by the Inland Revenue (currently 45 p per mile)			

## SCHEDULE 2 – TRAVEL AND SUBSISTENCE ALLOWANCES

### Travel Allowances

1. Reimbursement of expenditure on travel by public transport shall not exceed the amount of the ordinary fare or any available cheap fare. In exceptional circumstances and to facilitate the conduct of the Authority's business, reimbursement of the first class fare will be payable.
2. The rate for travel by a Members own solo motor cycle shall be 24 pence per mile regardless of engine size.
3. The rate for travel by a Members own private motor vehicle shall be as per the HMRC Maximum Mileage rate (see Schedule 1).
4. The mileage rates payable will be increased in respect of the carriage of passengers based on the rate advised by HMRC, currently 5 pence per passenger, per business mile carried.
5. Expenditure incurred on tolls, ferries or parking fees, including overnight garaging will be reimbursed on production of evidence of the expenditure having been incurred, except in circumstances where no receipts are issued where this requirement will be waived.
6. The rate of travel by taxi-cab or cab shall be:
  - a) in cases of urgency or where no public transport is reasonably available, the amount of the actual fare and any reasonable gratuity paid as indicated on a receipt, and
  - b) in any other case the amount of the fare for travel by appropriate public transport.
7. The rate of travel by a hired motor vehicle, other than a taxi-cab, shall not exceed the rate which would have been applicable had the vehicle belonged to the Member who hired it, except where authorised in advance by the Authority, where the rate may be increased to an amount not exceeding the actual cost of hiring.
8. The cost of travel by air will be reimbursed where authorised in advance by the Authority where:
  - a) this is less than the rate applicable to travel by appropriate alternative means of transport together with an allowance equivalent to the amount of any saving in attendance allowance or financial loss allowance and subsistence allowance consequent on travel by air, or

- b) the saving in time is so substantial as to justify payment of the fare for travel by air, provided that the amount shall not exceed:
  - i. the ordinary fare or any available cheap fare for travel by regular air service; or
  - ii. where no such service is available or in case of urgency, the fare actually paid by the Member.

### **Subsistence allowances**

1. The Authority will reimburse the cost of meals taken by Members in connection with approved duties involving an absence (not overnight) from the usual place of residence on production of receipt(s) up to the following maximum amounts:
  - i. up to 5 hours      £5
  - ii. up to 10 hours      £10
  - iii. up to 15 hours      £25
2. In the case of an absence overnight from the usual place of residence for the purposes of attendance at an annual conference (including or not including an annual meeting) of the Local Government Association or such other association of bodies as the Secretaries of State may for the time being approve for the purpose, hotel accommodation and meals are normally booked and paid for directly by the Authority. Therefore payments of any additional allowances are not normally made.
3. Provided that the Member is otherwise entitled to claim subsistence allowances, Members may make claims without the production of a receipt provided that a letter is submitted in support of the claim explaining the circumstances to the Deputy Chief Executive Officer.
4. Subsistence allowances are not payable at meetings where a meal is provided by the Authority, whether or not the Member takes advantage of this facility, unless the Member gives at least 48 hours written notice to the Deputy Chief Executive Officer that he/she will be making their own meal arrangements on that day.

### **APPROVED DUTIES**

The Authority specifies the following as approved duties for the purpose of the payment of travelling and subsistence allowances:

1. Attendance at any meetings of the Authority, its committees / sub committees, panels and working groups, of which the claimant is a Member or has a right to attend under the Authority's standing orders.
2. Attendance at meetings of outside bodies to which the Authority makes appointments or nominations, including any committee or sub-committee of such a body.

3. Attendance at conferences, seminars and training events as agreed by the Authority in its calendar of meetings, or subsequently by the Chairman or the Vice Chairman.
4. Attendance at briefing meetings, consultation sessions and other events for Members convened by the Chief Fire Officer including bi-monthly updates between the Chief Fire Officer and Chairman.
5. Exhibitions, official openings and visits to premises or similar events (including induction visits) to which Members have been invited by the Chief Fire Officer.
6. Attendance by Fire Authority appointed Members or their appointed substitutes, at any meetings of any association of authorities of which the Fire Authority is a member, or bodies to which these associations also make appointments.
7. Any other duty or class of duty approved by the Authority for the purpose of or in connection with the discharge of the functions of the Authority, or its committees, sub-committees or panels. In this instance approval would be required from the Chairman or Vice Chairman.
8. Travelling allowances cannot be claimed for political group meetings, or for meetings to which only one political group has been invited (except update meetings between the Chief Fire Officer and Chairman).



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Deputy Chief Executive Officer - Matthew Warren

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

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 7 February 2019

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## **DRAFT PAY POLICY STATEMENT 2019/20**

### **1. Purpose**

- 1.1 The purpose of this report is to present the Fire Authority with a Pay Policy Statement for 2019/20 for approval.

### **2. Recommendation**

- 2.1 The Authority is asked to approve the draft Pay Policy Statement attached at Appendix 1.

### **3. Risk Assessment**

- 3.1 **Political** – in recent years remuneration has increasingly come under the spotlight. In approving this policy, the Authority will have to be mindful of future changes to ensure flexibility of their approach toward remuneration levels.
- 3.2 **Legislative** – the Authority is now required to produce a Pay Policy Statement in accordance with the Localism Act 2011.

### **4. Background**

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

- 4.3 In April (professional support) and October (operational) 2018 the Service received notification from the National Joint Council that an increase of 2% had been agreed; the increases were implemented in May and October 2018 respectively.
- 4.4 Whilst this was welcomed, Members will be aware that negotiations at national level continue to reach a final settlement. Any additional agreements will present the Service with challenges and we are actively looking at options to find the additional finances.
- 4.5 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Service to publish information relating to any gender pay gaps. Whilst compliant with this requirement the Service has also commissioned an independent equal pay audit, the findings of which is currently being worked through and may potentially present additional challenges.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Localism Act 2011	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

## **PAY POLICY STATEMENT 2019/20**

### **Introduction**

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

### **Purpose**

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

### **Accountability**

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

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

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

### **Pay Negotiating Bodies**

The Authority applies the annual pay settlements negotiated by the:

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

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

The representative bodies recognised for negotiating purposes are the:

- Fire Brigade's Union;
- Fire Officers Association;
- Association of Principal Fire Officers;
- Retained Firefighters Union;
- UNISON.

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

1.1 The Authority applies the pay scales adopted by the respective National Joint Councils (NJC) for all its employees up to the level of Principal Officer.

- 1.2 Local pay arrangements for Principal Officers are established through the provisions of the NJC for Brigade Managers of Local Authority Fire and Rescue Services and are reviewed bi-annually by the Fire Authority. Further details are set out in Section 2.
- 1.3 The number and level of roles within the Service are determined by the Fire Authority on advice from the Chief Fire Officer.
- 1.4 Pay Policy reflects the different roles, duties and responsibilities undertaken by service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through a job evaluation process (professional support services employees).
- 1.5 Pay Policy reflects adherence to the principle of “equal pay for work of equal value”. Since April 2018 the Service has complied with the requirements of the Equality Act 2010 and reported on any gender pay gaps; it will continue to do this annually and is committed to taking relevant action to reduce any such gaps.
- 1.6 In applying its policy, the Authority will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.

#### Generic Pay Information

##### 1.7 Pay multiples

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

The current lowest ratio is 1:7.8; this will be monitored each year within the Statement of Pay Policy.

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

### 2.1 General Principles

- 2.1.1 National pay awards negotiated by the NJC for Brigade Managers of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost-of-living increase.
- 2.1.2 The Performance Review Committee undertakes an annual review of performance, in accordance with the performance system in place for Principal Officers (Chief Fire Officer, Deputy Chief Executive and Assistant Chief Officer). Members of this Committee agree a series of objectives at the start of the financial year; these objectives are formally assessed by the Committee at the end of the financial year.
- 2.1.3 Performance related pay for Area Commanders was paid in 2018/19 at a rate of 3% of their basic pay plus flexi and Group Commanders were paid 2.25% of their basic pay plus flexi, weekend resilience and positive hours.

## 2.2 Establishing the Pay of the Chief Fire Officer

2.2.1 The base salary for the Chief Fire Officer role at Cambridgeshire Fire and Rescue Service is currently set at £145,670 per annum. This is established through a local pay review, details of which are set out below.

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

## 2.3 Local Pay Review

2.3.1 In 2008 the Authority, through its Performance Review Committee, approved a methodology for the review of Principal Officer pay based upon a comparator for the role of Chief Fire Officer. The review compared the pay levels of fire and rescue authorities and established a benchmark salary. This was updated in 2016 when the current Chief Fire Officer was appointed. In 2018/19, the Performance Review Committee approved a 2% cost of living pay increase.

## 2.4 Other Principal Officer Pay

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

- Deputy Chief Executive - £127,003
- Assistant Chief Fire Officer - £118,473

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

## 2.5 Publication of Principal Officer Pay

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

## 2.6 Principal Officer – Internal Pay Comparators

2.6.1 In 2018/19, the lowest paid role within the Service was £18,672 (full time equivalent); the highest paid role within the Service was £145,670. The Service does not have a policy of direct correlation between the highest and lowest paid roles (it does not apply a pay multiple in establishing Principal Officer pay).

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

2.6.3 The pay, including rota allowances, of the most senior officer below Principal Officer (Area Commander) is 53% (with CPD) of Chief Fire Officer pay.

2.6.4 The pay of the most senior professional support services role below Principal Officer is 40% of Chief Fire Officer pay.

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

## 2.7 Severance Payments

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

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

3.1 This policy applies to wholetime and On-Call firefighters and combined control staff.

3.2 National pay awards negotiated by the NJC for firefighters of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost-of-living increase. A 2% pay award was applied by the NJC for Local Authority Fire and Rescue Services in 2018/19.

3.3 Pay is based upon the role undertaken and the stage of competence of each individual for example, trainee, in development and competent.

3.4 A formal assessment of individuals is undertaken at each stage of development before moving to the next salary level. Maintenance of competence is a requirement at all levels of the Service and is reviewed annually.

3.5 Progression between roles is subject to a competitive selection process.

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

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

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

3.7.1 Pension contributions. The Service makes an employer contribution to the Firefighters Pension Scheme of 21.7% of salary (1992 scheme), 11.9% of salary (2006 scheme) or 14.3% of salary (2015 scheme). The employee made a contribution in 2018/19 of between 11% and 17% (1992 scheme), 8.5% and 12.5% (2006 scheme) or 11% and 14.5% of pensionable pay for the 2015 scheme.

3.7.2 Flexible duty payment. Under national conditions of service, a flexible duty payment is made to Station Commanders, Group Commanders and Area Commanders who provide flexible duty cover on a 24/7 rota basis and who are available to attend emergency incidents when required and provide Duty Officer cover. This is paid at an allowance of 20% of base salary.

3.7.3 Area Commander rota payment. Under local arrangements, Area Commanders are paid an additional 9% for additional responsibilities carried out under their shared operational duties rota with Bedfordshire Fire and Rescue Service.

3.7.4 Acting up. An allowance is paid on a daily basis where employees temporarily undertake the duties of a higher graded role. This is paid at the rate applicable to the role being undertaken; employees must be qualified to undertake the higher level role.

- 3.7.5 Overtime rates. These are paid for roles below Station Commander at time and a half or double time on public holidays or time may be granted in lieu at the appropriate enhanced rate. We also pay pre-arranged overtime which would be at single time for CFRS meetings and voluntary development training courses or overtime rates for mandatory critical need courses.
- 3.7.6 Detachments. We pay overtime for travelling time for standby duties (when operational employees are required to provide cover at other stations) based on a matrix depending on station travelled to.
- 3.7.7 Recall to duty. These are paid at a minimum of three hours at double time rates.
- 3.7.8 Continuous Professional Development Payment (CPD). Under national conditions of service, a CPD payment is approved annually on an individual basis for employees with more than five years of service (since attaining competence in role). It is an annual payment of £582 for wholetime and for On-Call it is pro-rata based on availability (100%/75%/50%/25%). The payment is made by application and authorised at a middle or senior management level. To be eligible, an individual must demonstrate evidence of CPD over and beyond that required for competence and have a good attendance, performance and disciplinary record.
- 3.7.9 Additional Responsibility Allowance (ARA) We pay Training Centre employees 5% of basic pay (non pensionable) for providing weekend training courses. We also pay Officers with a HDIM qualification £500 (paid monthly) and Firefighters with the 'Safe to Ride' qualification £500 (paid monthly). We pay On-Call Watch Commanders for additional administration duties, equivalent to one hour per week (paid monthly).
- 3.7.10 Local resilience payment. A local payment is made for employees, at Station/Group Commander level, volunteering to provide operational cover for periods when the Service struggles to provide an operational response owing to external factors for example, industrial action, flu pandemic. Current payments are £1,005.40 per person per annum.
- 3.7.11 Travel allowance. A local allowance to cover additional travel costs when an operational employee is compulsorily transferred to another work base. A payment is made of the difference in mileage undertaken and is paid for four years (compulsory transfer). We also pay our professional support service employees an excess travel payment for the mileage as well as a travelling time allowance.
- 3.7.12 Reimbursement of medical fees. This only applies to employees whose service commenced before November 1994. The reimbursement of fees covers dental, optical and prescription fees and is paid at NHS rates.
- 3.7.13 Holiday Pay. Any entitlement to holiday pay will be paid annually.

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

- 4.1 This policy applies to employees covered by the NJC for Local Government Services and includes all non-operational staff.
- 4.2 National pay awards negotiated by the NJC for Local Government Services are applied by the Authority on an annual basis and represent a cost-of-living increase. A 2% pay award was applied by the NJC for Local Government Services from 1 April 2018 to 31 March 2019 (except those on Hay pay scales, see Paragraph 4.5).

- 4.3 The pay structure is aligned to a spinal column point system. Spinal column points are configured into groups to provide incremental pay points. The incremental rises occur on 1 April and employees progress incrementally through their respective grade until they reach the maximum point.
- 4.4 Starting salary may be uplifted along the incremental structure if experience and knowledge warrant this approach. Starting salary on management band scales (which typically cover 30 scale points or more) may exceptionally be uplifted beyond the top of the lower quartile, if experience and market pressures warrant this, at the discretion of the relevant Chief Officer. Where this is the case, justification for this will be recorded by the recruitment team. Movement between grades is through a competitive selection process.
- 4.5 Cambridgeshire Fire and Rescue Service apply the Hay analytical job evaluation process that systematically ranks each job objectively and fairly. The Hay Group evaluation system is a recognised best practice, non-discriminatory method of ranking jobs against a predetermined scale. The evaluation process assesses all roles and allocates an appropriate grade according to the duties and responsibilities undertaken. Employees may apply for a review of their grade where permanent, substantial and material changes have increased the level of duties and responsibilities attached to their role. Any substantive changes to grade or pay scale must be authorised by the Deputy Chief Executive.

#### **4.6 Other Allowances and Payments**

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

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

- 5.1 This applies where individuals retire from the Service, draw pension benefits and are subsequently re-engaged into the same or other role with Cambridgeshire Fire and Rescue Service. The policies set out below apply to all employees; re-engagement of Principal Officers is subject to Fire Authority consideration and approval.
- 5.2 The Service operates a Re-engagement Policy, which has been authorised by the Authority, for operational employees. This permits re-engagement if there is a tangible benefit for public safety. During any period of re-engagement the employee has full abatement of pension i.e. when combined with salary; their pension cannot make them



earn more than they did in their previous role. This complies with the provisions of the Firefighters Pension Scheme and is in accordance with the revised National Framework for England.

- 5.3 The Service operates a Flexible Retirement Policy for employees in the Local Government Pension Scheme which allows employees to take their pension benefits and be re-employed on reduced hours or at a lower grade without abatement of pension. This complies with the provisions of the Local Government Pension Scheme.
- 5.4 Where employees who have taken retirement benefits (either as former service employees or employees of another public sector organisation) apply for a professional support services role with Cambridgeshire Fire and Rescue Service as part of a competitive selection process and are successful, abatement of pension could be applied.

## **Section Six - Severance Payments**

- 6.1 In the event of redundancy, the Service applies statutory redundancy payments under the provisions of its Redundancy Policy. This applies to both compulsory and voluntary redundancy situations.
- 6.2 In 2018/19 there was one settlement agreement, when the employment of an employee was terminated by the Service, or in settlement of a claim. Such agreements are subject to confidentiality clauses.

### **Early Payment of Pension Benefits**

- 6.3 Under the provisions of the Local Government Pension Scheme employees aged over 55 who are made redundant, or who are retired from Service on the grounds of efficiency, are awarded early payment of pension benefits.
- 6.4 In this case, a charge is made against the Fire Authority by the pensions fund; this is referred to as actuarial strain.
- 6.5 In 2018/19 the Service had no agreements for the early payment of pension.



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer (ACFO) – Rick Hylton

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer – Rick Hylton

Telephone: 07900 267865

Email: [rick.hylton@cambsfire.gov.uk](mailto:rick.hylton@cambsfire.gov.uk)

**DATE:** 7 February 2019

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**HER MAJESTY’S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) UPDATE AND ACTIONS REQUIRED**

**1. Purpose**

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the HMICFRS reports that were released on 20 December 2018 and the actions now required and recommended for Cambridgeshire Fire and Rescue Service (CFRS).

**2. Recommendation**

- 2.1 The Authority is asked to note the recommendations for action from the HMICFRS report and findings for the Service.

**3. Risk Assessment**

- 3.1 **Economic** – limited economic impact however there will be some time and work needed in the delivery of actions to sustain or improve areas of our service.
- 3.2 **Political** – our response to the HMICFRS report and our subsequent inspections will be very much in the public domain.
- 3.3 **Social** – the fire and rescue service (FRS) has traditionally been, quite rightly, held in high esteem by the public for its service delivery. The reporting of inspection outcome(s) will be a key factor in maintaining this standard.
- 3.4 **Equality Impact Assessment** – any new or changes to policies or procedures will need to be appropriately equality impact assessed prior to development.

**5. Summary of CFRS Inspection Report and Points of Note**

- 5.1 In the summer of 2018, HMICFRS inspected our service, along with 13 other fire and rescue services, to assess how effective and efficient we are in our activities to prevent, protect the public against and respond to fires and other emergencies. They also assessed us on how well we look after the people who work for us.
- 5.2 The three areas that were inspected can be summarised as:
- How **effective** are we at keeping people safe and secure from fire and other risks?

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

5.3 There are four possible outcomes in the judgement criteria:

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

5.4 We have been judged as '**Good**' in all three key areas. Each of the three key areas has a total of 11 supporting questions for the inspectors to look at and each one of these is also given a judgement score. We have been judged as '**Good**' across the board in all of these too - one of only two fire and rescue services in the first tranche of inspections to achieve this and one of only three to get 'Good' for how well we look after our people.

5.5 The following items were highlighted as areas for improvement for the Service:

- The Service should evaluate its prevention work, so it understands the benefits better.
- The Service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.
- The Service should ensure it understands national and cross-border risks and is well prepared to meet such risks.
- The Service should ensure operational staff have good access to cross-border risk information.
- The Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises.
- The Service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.
- The Service should assure itself that it maximises its workforce's productivity. It needs a more integrated approach to protection audits and collection of risk information, to prevent duplication and improve productivity.
- The Service should improve understanding and application of the new performance development review process amongst all staff.
- The Service should improve the awareness and understanding of its career management process among all staff.

5.6 All off the above areas for improvement items have been built into our integrated risk management plan (IRMP) action plan for delivery in 2019/20.

5.7 The report also raised several points of praise for the Service, these are areas that we will continue to ensure we maintain and improve:

- We have an effective, proactive risk based audit plan and enforcement plan.
- Our engagement with the community – we employ Positive Action and Community Engagement Officers.

- Effective use of social media.
- Effective use of data, the Service has a well-developed understanding of risk and the community.
- Having an effective IRMP.
- We have robust systems to communicate risk information.
- The Service works well with other organisations in prevention activities.
- The Service is at the “forefront” of activity to tackle arson and fire setting behaviour through ICARUS and its Fire setter’s programme.
- Combined Fire Control staff are well trained and knowledgeable.
- Wholetime, On-Call and volunteer staff are well-trained, well-equipped and knowledgeable about the high risk sites in their station areas.
- Combined Fire Control has an effective system for updating responding crews to short-term risk.
- Managers at all levels can command fire service assets assertively, effectively and safely.
- Service has recognised the incidents attending are declining and is addressing this gap through varied training and exercises.
- The Service makes good use of a variety of working patterns to match resources to risk.
- Highly motivated workforce.
- CFRS has a thorough understanding of the current financial climate in which it operates.
- The Service promotes the right value and culture among its staff and leaders.
- The Service is good at getting the right people with the right skills.
- The workforce planning is sophisticated and robust enough to prevent current and future skills gaps.
- The Service is good at ensuring fairness and promoting diversity.
- HMICFRS found staff and representative bodies felt that health and wellbeing support is very good.
- The Service has a clear health and safety policy.
- The Service quickly identifies gaps in skills and capabilities through its IRMP process and “excellence groups”.
- There is an established culture of learning and improvement across the Service.
- Senior leaders are visible, approachable, open to challenge and support and demonstrate the “one team behaviours” of the Service.
- The Service has recognised and challenged unconscious bias through ensuring a balance of operation and non-operational, male and female recruitment panels.

## **6. HMICFRS National Summary Report**

6.1 The HMICFRS also released a national summary report of the 14 services inspected in this first tranche; there were several items within this report where good practice by CFRS was raised:

- The report mentions that CFRS uses focus groups to get to know the people it serves and the risks they face. The Service maintains regular contact with community organisations. It also says that we make effective use of social media

and references the two new posts we have established (Community Engagement Officer and Positive Action Officer).

- The report references our approach to tackling arson and fire setting behaviour.
- Our variety of crewing arrangements is mentioned directly, the move to five then to four watches and our introduction of roaming pumps is acknowledged.
- The Combined Fire Control savings are mentioned in the report.
- The Operational Balancing Board to understand future skills requirements is held up as a positive in underpinning our effective workforce planning.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officers
<p>HMICFRS Fire and Rescue Service – Effectiveness, Efficiency and People 2018/19 – An inspection of Cambridgeshire Fire and Rescue Service</p> <p>HMICFRS Fire and Rescue Inspections 2018/19 – Summary of Findings from Tranche 1</p>	<p>HQ</p> <p>Hinchingbrooke Cottage</p> <p>Brampton Road</p> <p>Huntingdon</p>	<p>Tamsin Mirfin</p> <p>Service Transformation Manager</p> <p>tamsin.mirfin@cambridgeshire.gov.uk</p> <p>Area Commander Chris Parker</p> <p>chris.parker@cambridgeshire.gov.uk</p> <p>.</p>

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Chairman, Overview and Scrutiny Committee

**PRESENTING OFFICER(S):** Chairman, Overview and Scrutiny Committee  
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**DATE:** 7 February 2019

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## **MEMBER-LED REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE EMPLOYEE ENGAGEMENT ACTIVITIES**

### **1. Purpose**

- 1.1 The purpose of this report is to inform the Fire Authority of the outcome of the Member-led review into Cambridgeshire Fire and Rescue Service (CFRS) employee engagement activities.

### **2. Recommendation**

- 2.1 The Authority is asked to note the contents of the review at Appendix 1 and in particular the recommendations at Paragraph 11 within it.

### **3. Risk Assessment**

- 3.1 No specific or significant risks were identified.

### **4. Background**

- 4.1 The Overview and Scrutiny Committee, as part of its 2018/19 work programme, commissioned a Member-led review into the employee engagement activities within the Service.
- 4.2 The objectives of the review were to interrogate the evidence and project work undertaken by CFRS with particular focus on;
- the catalyst(s) for the initial survey,
  - the survey results and any action plan(s),
  - progress against the action plan(s) to include analysis of approaches taken to achieve results,
  - results of any subsequent 'pulse checks'.
- 4.3 The review also sought to provide the Authority with assurance that the direction of travel and approach taken by CFRS was still appropriate.

## 5. Review Findings

- 5.1 The review group findings are detailed in Appendix 1. Due to the resignation of a Member and a time lapse between completion of the review and its presentation to the Overview and Scrutiny Committee several areas were verbally updated at the meeting held on 11 January 2019 (Overview and Scrutiny Committee Meeting Minute 57 refers).

## 6. Conclusion

- 6.1 Overall the Overview and Scrutiny Committee were satisfied that the objectives of the review had been met and that the appropriate assurance had been evidenced.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Various	Headquarters Hinchingsbrooke Cottage Brampton Road Huntingdon	Scrutiny and Assurance Manager 01480 444500 <a href="mailto:deb.thompson@cambsfire.gov.uk">deb.thompson@cambsfire.gov.uk</a>



**REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE EMPLOYEE  
ENGAGEMENT ACTIVITIES**

*To:* **Overview and Scrutiny Committee**

*Date:* **10 January 2019**

*From:* **Overview & Scrutiny Review Group**

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* **To present findings and recommendations of the review of  
Cambridgeshire Fire and Rescue Service Employee  
Engagement Activities**

*Recommendation:* **The Committee is asked to:**

- **Consider findings and recommendations of the review group**
- **Present the report and recommendations to Fire Authority for information**

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## EXECUTIVE SUMMARY OF FINDINGS AND RECOMMENDATIONS TO DATE

Theme	Paragraph/Appendix	Positive Findings	Neutral Findings	Negative Findings	Recommendation
Background	4	Organisational awareness of factors affecting the workplace and culture		Most factors are outside of the organisations control	Maintain horizon scanning for potential influencers
Employee Engagement Survey 2015 and Results	5	Identified areas of satisfaction	Need to be prepared for feedback and have capacity to respond appropriately	Widespread issues of concern	
Employee Engagement Survey 2015 - Action Plan	6	Direct and indirect results			
Employee Engagement 'Pulse Check' 2017 Survey and Results	7/1	Increased response rate	Need to be prepared for feedback and have capacity to respond appropriately		Report progress to Authority
Other Considerations	8/2		Some are outside of the organisations control		
Next Steps	9	CFO is sponsor			
Conclusions	10		Transparency		
Recommendations	11				

## **PART A - BACKGROUND**

### **1. INTRODUCTION**

- 1.1 This review is being undertaken to interrogate the evidence and project work undertaken by Cambridgeshire Fire and Rescue Service (CFRS) and seek to assure Cambridgeshire and Peterborough Fire Authority that the direction of travel and approach taken by CFRS in terms of employee engagement are still appropriate. It seeks to provide fact based evidence that the activities undertaken to date and those planned for the future will operate effectively and efficiently whilst contributing to the strategic aims of CFRS.
- 1.2 The review was undertaken by Councillors Paul Raynes and John Gowing. In August 2018, Councillor Raynes resigned from the Authority and the review work was completed by Councillor Gowing.

### **2. REVIEW OBJECTIVES**

- 2.1 The objectives of the review were to;
- identify the catalyst for the initial survey in 2015,
  - interrogate the 2015 survey results and appropriateness of the action plan,
  - check progress against the action plan to include analysis of approaches taken to achieve results,
  - review results of any subsequent 'pulse checks',
  - make any necessary recommendations should available evidence not provide assurance that the direction of travel and approach being taken is not appropriate.

### **3. METHODOLOGY**

- 3.1 The key lines of enquiry for this Member-led review were to understand the catalyst for the initial survey, what CFRS has done, who has been involved and the direction of travel.
- 3.2 Members met with the Scrutiny and Assurance Manager on several occasions between January and November 2018 to review research and evidence collected. They also held several informal sessions with key stakeholders to inform the final report. Any member wishing to review evidence not specifically included in this report may request to do so via Councillor Gowing.
- 3.3 The remainder of this report sets out the findings and recommendations from the review.

## **PART B – FINDINGS**

### **4. BACKGROUND**

- 4.1 In early 2015 CFRS commissioned an independent company called Harris Interactive to conduct an employee survey. The purpose of the survey was to find out how employees felt in a number of areas affecting the workplace and its culture. The reasons for undertaking this piece of work were brought about by a desire from the then senior management team to understand the impact of recent industrial action, implementation of the (national) rank to role structure, the comprehensive spending review and other public sector influences such as (national) pay negotiations and changes to the firefighter pension schemes.

## 5. EMPLOYEE ENGAGEMENT SURVEY 2015 and RESULTS

- 5.1 It is widely recognised that engagement is just one ingredient of employee performance and organisational success; overall success is also dependent on performance across four other ingredients namely selection, direction, effort and enablement.
- 5.2 In terms of CFRS and engagement, Harris Interactive used the following six questions to work out how engaged employees were;
- How satisfied are you with CFRS?
  - How motivated are you to give your best?
  - How committed are you to CFRS?
  - How satisfied are you with your job?
  - How proud are you to work for CFRS?
  - Would you recommend CFRS as an employer?
- 5.3 These questions measure how much employees are rationally and emotionally bought into their organisation; the higher the score, the greater the buy-in. To be classed as engaged you have to **agree or strongly agree** to all six questions or behaviours of an engaged employee.
- 5.4 The response rate to the survey was considered excellent at 70% giving CFRS confidence that the data was representative of all employees. The proportion of employees answering favourably to the six key questions and therefore engaged was 58% which is above the Harris norm (46%), national benchmark (40%) and just below the upper quartile threshold (59%).
- 5.5 There were high levels of satisfaction across the organisation generally (86% satisfied) and 79% of employees stated that they were motivated to give their best. Overall 75% of employees were satisfied with CFRS as an employer and 84% were committed to what the organisation were trying to achieve; 70% would recommend CFRS as a great place to work and 85% were proud to work for CFRS.
- 5.6 The results were very encouraging and provided reassurance that the 2014 peer assessment undertaken by CFRS, that found its employees engaged and loyal to the Service, was an accurate assessment. However analysis revealed that there were differences between the various groups of employees that required further

exploration and understanding. For example, those working within the professional support services were most engaged (77%) and wholetime station based employees were the least engaged (34%).

5.7 Further analysis identified the low scoring areas, several of which are strongly linked to motivation, as follows;

- whether staff felt their opinion was heard,
- leadership in the organisation (variations between employee groups),
- how change is managed in the Service (variations between employee groups),
- satisfaction with hours worked (work/life balance),
- higher than expected results of employees who had suffered or witnessed bullying or harassment over the last three years,
- trust in the then senior management team had an overall score of 48%.

5.8 After a briefing to the senior management team it was decided that Harris Interactive representatives should facilitate several informal sessions, to all levels across the organisation, to inform them of the results and add context and comparison. This feedback strategy was well received by those able to attend.

5.9 The senior management team recognising that, in addition to those that were considered engaged, 4% of the workforce were disengaged (disagreed with all six engagement questions) leaving 38% in the middle ground or having latent potential and were very keen to use the results of the survey to unlock this potential.

## **6. EMPLOYEE ENGAGEMENT SURVEY 2015 ACTION PLAN**

6.1 In addition to engaging the disengaged and unlocking the latent potential the senior management team were also keen to improve in areas employees had not rated very high. An action plan was devised and the organisation continued on its path of continuous improvement and an inclusive employer with a fully engaged workforce.

6.2 An important part of the action plan was to look at the main areas (behaviours, connections, accountability, quality of communications and information) in which the Service scored lower to get employees to suggest how it could change. A small team worked with employee volunteers, from across the organisation, to form four employee engagement working groups. These groups looked at how to further improve the levels of engagement through the implementation of the action plan, discuss ideas and suggest changes.

6.3 These groups were;

- Behaviour – four focus areas,
- Connections - six focus areas,
- Recognition – three focus areas,

- Information – five focus areas.
- 6.4 The working groups met regularly and some of the 'quick wins' were greater informal recognition of employee achievement, the introduction of Workplace and even greater visibility of the new Chief Officer Group (COG) team who tried to listen and engage with employees through informal station and team visits. The structure of the Service was also changed with the removal of directorates to encourage more inclusive, collaborative working across departments on issues and opportunities. Progress against the action plan was communicated to the wider organisation.

## **Member View**

*The review group acknowledge the time, effort and commitment evidently shown by those involved in the employee engagement working groups however they also recognise that progress was perceived as slow by the very nature of them trying to achieve results in addition to their primary roles. It is noted that some areas of focus from the Employee Engagement Survey 2015 naturally progressed as the organisation changed for example, change in leadership at the senior level shortly after the survey was completed, introduction of leadership training, changes in methods of communication and involvement of staff in key decisions across the organisation.*

## **7. EMPLOYEE ENGAGEMENT 'PULSE CHECK' SURVEY 2017 and RESULTS**

- 7.1 Recognising the inevitability that as an organisation grows and changes over time so does culture, the Service decided to run a 'pulse check' survey in 2017. The Chief Fire Officer (CFO) sent a message to all employees advising them of the decision and that after two years it was felt that it was an appropriate time to conduct a 'pulse check' survey to understand what progress had been made.
- 7.2 The 'pulse check' would be a shorter survey with questions focussing on the areas where employees had said CFRS needed to improve, as well as checking overall engagement scores to ensure they had at least been maintained and measure progress against the action plan. The same company would be used, the survey would be anonymous, the results would be analysed and published and the action plan would be refreshed if necessary.
- 7.3 The response rate was 54% and the level of fully engaged staff had increased by 2% to 60% which is around 20% higher than the national average; the results showed improvement around satisfaction with CFRS as an employer. However motivation levels had dropped slightly in the intervening period and now lagged behind the benchmark norm; employees within the professional support area reported the highest levels of motivation.

- 7.4 Job satisfaction remained high across CFRS as a whole and satisfaction with CFRS as an employer had improved since the 2015 survey although levels varied widely with professional support rates the highest and whotetime station based the lowest. As stated above, whilst the survey indicated that 60% were fully engaged, 2% were fully disengaged and 38% were neither; as before almost all of the 38% had potential to be moved up the engagement scale.
- 7.5 The key messages were that (national) pay negotiations and not having their opinion heard were the areas causing most dissatisfaction especially amongst whotetime non-station based, On-Call employees and Combined Fire Control employees
- 7.6 In October 2017 a message was sent to all employees stating that the 'pulse check' results would be presented by Harris Interactive in the same face-to-face format as previously. Feedback from these sessions would also inform any revision of the action plan and re-establish direction of travel for delivery. The refreshed action plan would also be shared and communicated across the organisation. The results were shared with COG by Harris Interactive in November 2017 but there was no further cascade.
- 7.7 In April 2018 a message was sent to all employees that apologised for the delay in publishing the results. It stated ... *it was intended for it to happen sooner, there was nothing to hide, the Service wanted to produce something for staff that was delivered by Harris Interactive so the data could be brought to life by someone independent using their expert knowledge to add context to the results. ... time passed as the Service tried to make this happen and a point was reached where it needed to get results out ...* so some highlights from the survey were produced and published (Appendix 1); a Harris Interactive presentation was also published on the intranet summarising the results.

## **Member View**

*The review group recognise the shift in engaged employee results from specific areas of the workforce and suggest that any future activities must also include those groups considered fully engaged otherwise there is a risk they will become less engaged.*

*The review group also recognise the desire to publish the results in the same format as 2015 however it felt the delay in publishing the 'pulse check' results was significant and unacceptable. It caused unnecessary suspicion and led to negative feelings amongst employees. The Service acknowledges this was an error and have assured the review group it will endeavour not to repeat it should another survey be carried out in the future.*

## **8. OTHER CONSIDERATIONS**

### **8.1 Strategic Aims/Focus**

People are at the heart of everything CFRS does both employees and those in the communities they seek to protect and assist. The success of an organisation depends on having appropriately skilled and motivated employees, who feel valued as individuals, making them more likely to deliver an excellent service.

Through the review of risk and opportunity the Service has identified several areas to further improve and this includes creating and implementing an action plan in response to the results of the employee engagement surveys discussed in this review. The strategic focus and specific priorities for 2018 and beyond include employee engagement and specifically focus on continuing the journey to make all employees feel valued and proud to work at CFRS.

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

HMICFRS has been appointed to inspect fire and rescue services and two (pre field work and field work) of the three phase inspection of CFRS had been completed at the time of writing. The final phase (post field work) is expected in October and December 2018 (report and grading). The inspection was focussed on three key areas;

- effectiveness - how effective is the fire and rescue service (FRS) at keeping people safe and secure from fire and other risks,
- efficiency - how efficient is the FRS at keeping people safe and secure from fire and other risks,
- people - how well does the FRS look after its people.

The latter area includes how well the Service promotes its values and culture, train and skill its staff to ensure fairness and diversity and develop leadership and capability. The position statement given to HMICFRS inspectors during their field work highlighted that, in accordance with the strategic aims, people are at the heart of everything that the Service does and evidenced this with the 2015 and 2017 employee engagement surveys and corresponding response rates.

## **Member View**

*Whilst the judgements of the inspection are awaited it is hoped the examples and culture experienced by the inspectors will be positively recorded in their report. The review group believe the example of the engagement surveys to date have been a step in the right direction to gauge the people measure and await the final report and grading to validate this thinking.*

## **8.3 Integrated Risk Management Plan (IRMP) 2017 - 2020**

Members will be aware that the planning process starts with the excellence statements which sit under each of the strategic aims (operational excellence, community safety excellence, value for money and people) and the Service looks at two things; what will get in the way of us achieving these? (risks) and what will help us get there quicker? (opportunities). The review of the risks and opportunities together with the resulting action plan becomes our IRMP which covers a three year period and is reviewed annually.

Working with managers and employees to ensure our people are safe and the Service is accessible to everyone, meeting their needs and expectations, we continually strive to improve the service we deliver, listen and engage with employees, communities and partners to improve what we do, develop our employees and encourage them to reach their potential. The IRMP Action Plan



has a nominated employee engagement lead that has responsibility for, amongst other deliverables, the employee engagement action plan.

#### **8.4 Annual Report and Statement of Assurance**

Members will also be aware of the above document published annually summarising organisational performance over the previous financial year. Examples of where the Service has sought to achieve their aims in terms of people include but is not limited to, the Aspire development programme for existing managers (expanded collaboration with regional partners), the Insight programme for aspiring managers, succession planning activities, manager seminars, appointment of a Positive Action Officer and work plan, apprenticeships, awareness sessions for dementia and dyslexia and the development of support for better mental health through the Blue Light Champions network.

#### **Member View**

*The review group, as part of the Authority, regularly receive reports that update them on progress against action plans and associated activities.*

#### **8.5 Workplace Tool**

Workplace was rolled out to all employees in January 2018 as a new and exciting internal communication platform. Although run by Facebook it is completely separate from personal accounts and is a closed forum for CFRS employees only; as a not for profit organisation it is also free. It allows communications to be more visual and engaging and has an employee engagement group that circulates articles and related information on activities.

In August 2018 an article was placed on this platform under the employee engagement group ... *"We look forward to the year ahead and continuing to look at ways to increase employee engagement and ultimately improve the experience of everybody who works for the Service. Appendix 2 shows the highlights from the engagement working group following on from the Employee Pulse Check Survey completed in September 2017 and continued feedback from everybody who works at Cambridgeshire Fire and Rescue Service".*

#### **Member View**

*It is not always fully understood that some of the changes or progress being made through for example, projects, actually stems from the feedback received. At the time of writing the Workplace employee engagement group was small with less than 50 members however it is hoped more employees will join in the future.*

#### **8.6 RESPECT (February 2018)**

Following a report from IODA Ltd received in the summer of 2017 an action plan was developed and given approval by the Chief Officers Advisory Group (COAG). It detailed information about the research with employees around experiences of bullying and harassment and the issues that prevented these behaviours being dealt with appropriately. After further sharing with managers, a group of volunteers worked with the Equality and Inclusion Advisor to look at the

recommendations from the report and produce a deliverable action plan that will make a difference. This was again presented to COAG and is now being worked through with an appropriate governance and resourcing structure. Further details on RESPECT and the work of its 'champions' can be found via the following link;

[https://cambsfire.facebook.com/download/2031890500411202/CFRS-%23524675-v1-RESPECT\\_PPT\\_Presentation.PPT?hash=AcraV8uRPqJ1Qb1](https://cambsfire.facebook.com/download/2031890500411202/CFRS-%23524675-v1-RESPECT_PPT_Presentation.PPT?hash=AcraV8uRPqJ1Qb1)

#### **8.7 Refreshed Personal Development Review form and guidance**

Listening to feedback from the 2015 survey, which suggested that employees would like a simpler review process with one form for all staff, a new simplified form designed by a group of volunteers from the employee engagement group to encourage better conversations between individuals and their managers about performance and development was approved. Launched in early 2018 with support for anyone requesting it, the new process is currently being evaluated.

#### **8.8 Appointment of Learning and Development Manager**

The permanent appointment of a Learning and Development Manager shows the importance the Service places on its people. The relatively newly appointed post holder has a strong background in people and a professional desire to improve the experience of all that work within CFRS. She has already facilitated a number of workshops and activities for example, motivation workshops (there is a clear link between employee engagement and motivation), delegation and empowerment, becoming a Faceteer, developing your team and management training (Inspire/Aspire).

### **9. NEXT STEPS**

9.1 Work continues behind the scenes to progress the original action plan and look at how to move the work forward; a revised version was presented to COG in September 2018. Whilst the action plan is still considered appropriate the Service strongly believes the key to a fully engaged workforce is good line management. It is intended to incorporate related activities, based on the ACAS pillars of trust, voice, management and leadership in to the 2019 manager seminar programme. The employee groups will reconvene and progress the areas with least satisfaction through the action plan.

9.2 It is intended that another full survey will be run in 2019; date to be confirmed.

### **10. CONCLUSIONS**

10.1 CFRS has experienced significant change over several years and continues to operate within an increasingly challenging and austere environment. The COG recognises the critical nature of trusting and engaged relationships at every level to ensure success. The CFO is the sponsor for the current employee engagement work and it forms part of the COG performance objectives for 2018/19.

- 10.2 Employee engagement surveys are an opportunity to learn and reflect. They highlight areas that need to improve, challenge thinking, provide insights and afford an opportunity for an organisation to move forward together. They also set an expectation with employees that the organisation will make meaningful changes. Not following through with effective change can cause cynicism that harms future initiatives and cause a negative environment.
- 10.3 The survey results are generally positive however as a self-aware organisation CFRS should continue their journey of continuous improvement and look at ways to increase employee engagement and ultimately improve the experience of everybody that works within it.

## Member View

*The review group believe that the evidence suggests a genuine desire by senior leaders to know what employees think and how they feel about working for CFRS. They recognise that only with honest feedback, no matter how brutal, can they learn what else needs to be done to continue to make improvements to the Service. Employees across the organisation have also demonstrated their desire to provide honest feedback, evidenced through the response rates and answers.*

## 11. RECOMMENDATIONS

- 11.1 Having considered all available evidence, the review group make the following recommendations for consideration by the Overview and Scrutiny Committee;
- acknowledge the support of COG to facilitate employee engagement activities,
  - acknowledge the successes of the employee engagement groups and the required effort over and above their primary roles to ensure progress,
  - reassure the Authority that the Service is affording any employee engagement activities the necessary priority and that the direction of travel and approach being taken is appropriate.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Various	Hinchingbrooke Cottage Brampton Road Huntingdon	Deb Thompson <a href="mailto:Deb.thompson@cambsfire.gov.uk">Deb.thompson@cambsfire.gov.uk</a> 07775731629



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Alison Scott - Equality and Inclusion Adviser

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer (ACFO) Rick Hylton

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**DATE:** 7 February 2018

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## **EQUALITY AND INCLUSION COMPLIANCE REPORT 2017/18 (INCORPORATING GENDER PAY GAP)**

### **1. PURPOSE**

- 1.1 The purpose of this report is to inform the Fire Authority (staff, public, partners and other stakeholders) about equality progress in the year 2017/18 and the gender pay gap as at March 2018. This ensures the Authority meets the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

### **2. RECOMMENDATION**

- 2.1 The report was reviewed by the Policy and Resources Committee at its meeting on 20 December 2018. The Committee resolved to agree and recommend its content to the Authority.
- 2.2 The Authority is therefore asked to note Appendix 1.

### **3. RISK ASSESSMENT**

- 3.1 **Legal** - the public sector equality duty requires Cambridgeshire and Peterborough Fire Authority to have due regard to the need to;
- eliminate discrimination, including harassment and victimisation,
  - advance equality of opportunity between people who share a protected characteristic and those who don't,
  - foster good relations between people who share a relevant protected characteristic and those who don't.

The specific regulations (2011) require the publication of information, at least annually, that demonstrates compliance with the public sector equality duty including information relating to employees and others affected by policy and procedures such as service users. The 2017 regulations additionally require

public sector employers with more than 150 staff to publish information about any gender pay gap that exists. We achieve the publishing requirement by communicating this annual report to relevant partners and agencies and placing it on the Service website. In addition the gender pay gap report will be published on the Government Equalities Office website.

- 3.2 **Political** - by reporting equality trends and outcomes relevant to workforce and service delivery, the Authority is able to carry out its scrutiny role, ensuring positive outcomes for the most disadvantaged and vulnerable communities.
- 3.3 **Social** - by communicating our progress towards improved equality outcomes for communities, we aim to improve our engagement with disadvantaged and vulnerable groups. This in turn allows us to learn more about what they need from our services and how we can bring about positive outcomes for them.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2015 to 2018  Equality Act 2010  Service Equality Impact Assessments	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk



CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE



## **Equality and Inclusion Compliance Report**

**Equality Act 2010 (Specific Duties) Regulations 2011  
April 2017 – September 2018  
(including Gender Pay Gap)**

## **Glossary of terms**

## **Executive Summary**

## **Introduction**

## **Section 1 - Progress on Equality Objectives 2017-18**

Progressing our equality objectives

## **Section 2- Community Service**

Reducing community risk

Inclusive services

Meeting community needs

## **Section 3 – Workforce**

Workforce diversity and distribution

Analysis of leavers

Analysis of disciplinary cases and grievances

Return to work after maternity leave

Recruitment analysis – attraction and success rate of job applicants

Gender pay gap

## **Appendices:**

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



## **Glossary**

BAME	- Black, Asian and other minority ethnic
CFRS	- Cambridgeshire Fire and Rescue Service
FF	- firefighter
FRS	- Fire and Rescue Service
HFSC	- home fire safety check
HR	- human resources
ICT	- information and communication technology
LGBT	- lesbian, gay, bisexual and transgender
ONS	- office of national statistics
PPE	- personal, protective equipment
WT	- wholetime (firefighter)

## **Executive Summary**

### **Progress against objectives**

- Disability Confident accreditation received and support to develop staff with dyslexia continued.
- Positive action efforts continued with measureable results and Positive Action Officer appointed to support this work in Peterborough.
- Training in understanding unconscious bias available to all staff and replaces other mandatory equality training.
- Audit of managers' skills, knowledge and attitudes to equality, diversity and inclusion carried out.
- Flexible working policy reviewed and development of good practice guidance begins.
- Guidance for managers and staff on menopause produced and disseminated and menopause awareness session held.
- RESPECT programme to respond to and reduce bullying, harassment or inappropriate behaviour begins.
- Improved analysis of safe and well visits including diversity of recipients
- First gender pay gap report produced Jan 18 and benchmarked against other Fire and Rescue Services.
- Business seminars become more targeted at risk areas and an increase in BME business owner/staff seen as result.

### **Community Service**

- Little change in demographics of people affected by fire incidents or those receiving safe and well visits.
- Portable misting systems introduced to support those most vulnerable to injury or death in domestic fires.
- Ward profiling supports a partnership approach to risk by Watches and better understanding of local communities.
- Targeted impact days improves BME attendance at Business Seminars
- Positive Action Officer Role instrumental in linking operational Watches to relevant community engagement opportunities.
- Wide range of community engagement activities takes place across County.

### Workforce and Recruitment Profile

- Small but steady rise in proportion of BME staff, female operational staff and staff identifying as LGB.
- Numbers of disabled staff and staff who have a non-Christian religion or belief are static.
- Number of women leavers disproportionately high but no trends in reasons for leaving. Review of exit process and experience underway.
- BME applicants and recruits have increased in general but vary across staff groups. Numbers so small that no trend can be identified.
- Proportion of female recruits for wholetime firefighter posts at each stage of selection is consistent with applicant numbers indicating no obvious barriers at any stage.
- Proportion of successful BME candidates for wholetime firefighter posts almost proportional to numbers applying – but applicant numbers still very small compared to local demography.
- Discipline processes show no trend towards specific groups and majority of cases (88%) resulted in informal outcome.
- Number of grievances raised consistent with last year. Issues around bullying, harassment or unfair treatment are raised disproportionately by women.
- Retention after maternity leave is 100%
- Gender pay gap reduced since last year across all measures.

### 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 between April 2017 and September 2018 as required by the Equality Act 2010. Some data sets are from April to March 2018. The general equality duty requires the Authority to:

<b>Eliminate</b> unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.	<b>Advance</b> equality of opportunity between people who share a protected characteristic and those who do not.	<b>Foster</b> good relations between people who share a protected characteristic and those who do not.
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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 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 with support from our staff network, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of our corporate plan (Integrated Risk Management Plan) and are reviewed and revised annually. In early 2018 our equality objectives for 2018 – 2020 were refreshed. Our objectives for 2017 – 18 and progress against them are given below.

### Section 1- Progress against our equality objectives 2017 – 18

#### Staff Development

Review disability policy and practice (with focus on dyslexia) to improve support to those developing in Service (complete)

- Disability Confident accreditation was achieved.
- Assistive Technology (Read&Write) scoped, evaluated and procured.
- Further two dyslexia coaching sessions held and one dyslexia awareness seminar (and these continue as needed).
- Disability support policy revised to include workplace adjustments for menopause symptoms and Disability Confident commitments

#### Improve workforce diversity

Implement positive action plan (ongoing)

- Four “Have a Go” sessions were held in October prior to wholetime Firefighter recruitment campaign following extensive social media campaign. These encourage

## Appendix 1 – Agenda Item: 11

potential candidates to try out some of the activities a Firefighter needs to do. Of thirty-nine attending, 30 were women.

- Cambridge Fire Station continued to host drop in lunchtime sessions with Police aimed at under-represented groups to share information and careers opportunities.
- Staff across a range of departments attended seventeen careers events to promote CFRS as an employer of choice and to dispel myths about the role of a Firefighter.
- Began to use national on-line media (Black History Month and Diversity Dashboard websites) to profile CFRS staff and post suitable vacancies.
- “Taster” sessions at On-call stations have been held to encourage a wider diversity of applicants.

Detailed outcomes of all these initiatives are in Section 3 – Workforce

### **Improve workforce diversity**

Roll out Unconscious Bias training (ongoing)

- An introduction to unconscious bias training was given to managers involved in recruitment and selection processes in 2016.
- E-learning material was sourced and evaluated and made available to all staff from 2015. This was updated in 2016 and recommended to managers.
- 42 staff and managers had completed this by March 2018.
- In early 2018 the decision was made to make this mandatory training for all staff (replacing two other mandatory equality modules) and roll out continues into 2018-19.

### **Staff development and assurance**

Carry out audit of managers’ skills, attitudes and knowledge around equality and inclusion (complete)

- An on-line questionnaire prepared and launched February 2018 with 62% return
- This showed good levels of knowledge and high confidence in applying policies.
- However equality and inclusion guidance on intranet is not widely used and engagement with work of equality network is low.
- Plans to improve this are in place.

### **Retain diversity in workforce**

Review flexible working practice to encourage retention of a more diverse workforce (ongoing)

- Flexible working policy was reviewed as part of changes in Crewing arrangements (Jan 18).
- A good practice guide encouraging managers to think creatively about accommodating more flexible working for operational staff is still to be developed.
- This has been carried into 2018/19.

### **Retain diversity in workforce**

Develop guidance on menopause (complete)

## Appendix 1 – Agenda Item: 11

- Guidance developed by group of women staff with support from FBU Women's section and other FRSs.
- Published in Sept 18 following successful awareness session for staff.

### **Reduce bullying and harassing behaviours**

Review practice around reporting and managing potential bullying or harassing behaviours.

- External company completed research into inappropriate behaviours at work in March 17 and reported back to Service in May.
- Action plan to address their recommendations was developed by staff engagement group and agreed by Chief Officers in October.
- This programme of work was renamed RESPECT and a cross-functional team set up to deliver this (ongoing)

### **Improve understanding of apparent low-take up of “safe and well” visits with some BAME communities.**

- Safe and well visits are targeted towards residents who are assessed as highest risk because of known vulnerability (combination of age, disability, health, life-style); self-referral or referral from another agency.
- In the last two years, analysis of visit outcomes has shown disproportion in the take up of visits for residents from a BAME background.
- However as ethnicity is only monitored at point of delivery and targeted groups are based on risk profiling, it is impossible to say whether BAME households have less risk factor or whether they are less likely to access this service.
- In the last year analysis of visit outcomes by diversity group has been done regularly and is reviewed at monthly Community Risk Manager meetings.
- Recording has been amended to show whether a language barrier has been experienced when trying to deliver the Service.
- As at Sept 18 there were no reports that language differences were a barrier.
- In the last 5 years there have been no fire deaths of people from a BAME background and incidences of injuries are proportionate for BAME groups.

### **Report and publish gender pay gap**

- First gender pay gap report was produced and published in Jan 18. The data showed that our median pay gap at 2017 was 13.9% (below the national figure for all occupations and employees) and approximately the midpoint for all FRSs which ranged from 23.6% - 0%.

### **Improve engagement with BAME businesses re advice available on non-domestic fire safety**

- Fire Protection team give regular business seminars to the public. Demographics of those attending are monitored to ensure there are no barriers to accessing these opportunities.
- During 2018 there has been a 45% increase in Asian businesses attending and a 50% increase in business owners attending who identify as Black or Black British.

## Appendix 1 – Agenda Item: 11

- Impact Days are conducted where specific risk areas are targeted. This has included takeaway restaurant premises that may have sleeping accommodation above as this has proved a significant risk.
- These are often run by staff whose first language is not English so we have produced a safety leaflet in five different languages that covers fire safety in fast food outlets, restaurants and take away.
- Prior to auditing premises on an impact day we invite all business owners to a business seminar where we provide advice on how to keep their building safe from fire.

## **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.

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.

### **Impact of Accidental Fires: April 2017 – March 18**

The number of accidental primary fires resulting in a fire casualty reduced slightly in 2017/18 with 30 accidental primary fires resulting in 35 fire casualties (including 2 fatalities) compared to 39 in previous year. Of the 30 accidental primary fires, 70% occurred in a home. 57% of those injured were men and 23% were over 65. 9% of those injured identified as Black, Asian or other minority ethnic group, the remainder identifying as white British or White Other.

### **Inclusive services – safe and well visits**

As most accidental fires occur in the home, free safe and well visits are offered to those most at risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. In 2017 we began working with partner agencies to improve the way we support the most vulnerable in our communities. This expanded our service to offer advice on other well-being and safety issues e.g. falls' prevention; staying well and warm; alcohol use; crime reduction.

The Service delivered 4,495 safe and well visits in the 12 months to 31<sup>st</sup> July 2018 – 16 fewer than previous year. This represents a 58% take up rate by residents. 3,494 (78%) of residents provided equality data. The table below shows the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.



## Appendix 1 – Agenda Item: 11

### Safe and Well Visits – annual to October 18

Characteristic		% Population in 2011 Census	Engagement over previous 12 months		Engagement over current 12 months	
			Total	% of Total	Total	% of Total
Gender	Male	49.8%	1018	33.2%	1190	34.1%
	Female	50.2%	2044	66.8%	2304	65.9%
Age Group	under 17	21.3%	9	0.3%	10	0.3%
	18-24	9.7%	39	1.3%	23	0.7%
	25-39	20.9%	198	6.5%	151	4.3%
	40-59	26.6%	244	8.0%	259	7.4%
	60-74	14.1%	729	23.8%	935	26.8%
	75 and over	7.4%	1843	60.2%	2116	60.6%
Ethnicity	BME	90.3%	132	4.3%	166	4.8%
	White	9.7%	2930	95.7%	3328	95.2%
Religion	Christian	57.9%	2321	75.8%	2726	78.0%
	No Religion	29.1%	613	20.0%	623	17.8%
	Other Religion	5.2%	120	3.9%	139	4.0%
Disability	Yes	6.3%	1579	51.6%	1855	53.1%

The trends noted are similar to previous years. 87.4% of safe and well visits were delivered to people over 60 – a further increase on previous year. This age group is still the biggest “at risk” demographic group so this high proportion is appropriate. 53% were delivered to residents with a disability – again a high risk group.

Everyone Health has delivered “Make Every Contact Count” sessions to operational staff in Cambridgeshire to support them in having good conversations in a short time with residents to bring about behaviour changes.

### Community Safety – Prevention

In Fire Prevention, we have developed our delivery models to better identify and meet the needs of those most at risk sooner. One key area is in the provision and fitting of assistive technologies in the form of portable misting system units across the County for the most vulnerable people living in their own homes. Working with key partner agencies, we have started to identify potential clients and have begun installing the systems which, in the event of a fire, suppress and in some cases completely extinguish a fire whilst the Fire Service turn out to attend.

These systems also ensure the call goes straight from the property to Combined Fire Control centre to mobilise a fire engine response with no requirement from the resident to recognise and alert us to the fire. In the past year we have installed more than 13 units and have already had 2 occasions where these devices have gone off, safely extinguishing the fire and ensuring the safety of the resident until the crew arrived in minutes.

Success with utilising new technologies to protect residents is highly reliant on being able to effectively identify and target those most at risk that we may not ordinarily be aware of in our communities. We have achieved this through continually striving for improved data through forging strong working relationships and data sharing agreements with local partners such as the NHS, housing and local authorities. This allows us access to key data

## Appendix 1 – Agenda Item: 11

enabling us to reach the most vulnerable people first whether that is access to assisted bin collection data sets or that of people living at home with hospital beds with a high incidence of immobility and therefore a far greater risk in the event of a fire in the home.

Understanding the communities we serve and the trends in incidents we attend is core to ensuring we target our other prevention work appropriately. In Peterborough (and shortly to follow in the South of the County), we have built a model that maps Watches, community safety officers and key external partners on a ward level to areas within Peterborough. This gives local Watches and other key staff responsibility and work load over specific areas allowing them to build strong and sustainable working relationships with local communities.

We call this process ‘ward profiling’ and it is supported by monthly catch ups between station commanders and community risk managers to go over monthly data, trends in incidents and issues to be targeted.

In our work with children and young people we are looking to build on our FIREBREAK intervention model and develop it in to a more sustainable and long term intervention model with more measurable outcomes for those taking part. This has involved partnering with external agencies to build a longer-term proposed model with the aspiration of FIREBREAK forming part of a wider community intervention to transform young lives.

### **Community Safety – Protection**

In Fire Protection, we aim to engage with businesses and support them to improve and maintain their fire safety standards within their premises. Free business seminars are held across Cambridgeshire and Peterborough and are delivered by Fire Protection Officers. We monitor the ethnicity of those attending to ensure we are reaching all communities that we serve and in particular those from BAME backgrounds who previously have not been well represented at our sessions.

We support new communities by ensuring our core literature is available in alternate languages (the top 5 spoken languages in the county where English is not spoken) and ensuring that whoever we engage with gets a full understanding and takes on board the advice we are giving. We also designed and introduced a feedback mechanism for our audits utilising a smiley face response in order to allow for a universal method of response, although we also ensured we translated this function into the 5 main languages in the county where English was not spoken. As a result of the changes we have introduced and the targeting of our work around BAME business owners and takeaway restaurants with sleeping accommodation above, we have seen a 45% increase in Asian business owners attending our seminars and a 50% increase in business owners who identify as Black during 2018.

We have introduced ‘impact days’ in our county where we similarly target the premises at highest risk of fire, which includes takeaways with sleeping accommodation above. These days are geographically targeted and are often run by staff whose first language is not English to ensure we have as much chance as possible to engage with diverse communities and business owners. To support this work we have created a resource specific to this type of premise to advise business owners on fire safety expectations on what they need to know and do. Prior to auditing premises on an impact day we invite all business owners to a business seminar to address any fire safety issues they may have

## Appendix 1 – Agenda Item: 11

with their premise. We hold one seminar before and one after the impact day in the specific targeted area to ensure the greatest take up from those premises at risk.

### Meeting community needs

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.

In January 2018 we employed a Positive Action Officer whose role is to help operational staff make connections with local communities particularly in Peterborough, to identify ways in which we can work together to find opportunities to promote community safety and CFRS as an employer of choice. The following are some examples of engagement and positive outcomes for different communities through the year:

**Wisbech Fire Station** crews regularly visit Dementia Cafes to provide information and support to carers of people with dementia. They visit local schools to deliver water safety presentations to young people and have visited Traveller sites to provide fire safety information that is relevant to this community. On a monthly basis they provide information to older people at a Silver Monday Club; have hosted visits to the Fire Station from the Women's Institute and supported a recruitment event at the Rosmini Centre – a community centre that has a particular outreach programme to migrant workers in Wisbech. They took part in a “people who help us” day at the Oasis Centre and provided careers information about working for the Fire and Rescue Service to students at Thomas Deacon Academy

**Parkside Fire Station in Cambridge** is the most modern of all our stations and the meeting facilities there give a perfect opportunity to build lasting relationships with local community groups. In the past year there has been a renewed focus on ensuring the needs and expectations of both Station personnel and community groups are understood and to spread the word about our facilities which are available to voluntary groups free of charge. Among the 25 community groups that regularly use the meeting rooms there are numerous groups from across the LGBT community as well as groups working with young people (including young women); supporting mental health needs and disabled people. We are regarded as a “safe partner” by many of these groups and this was acknowledged when we were formally thanked by Encompass at their 2018 AGM.

**Green Watch, Cambridge** supported Anglia Ruskin University's careers day in February 2018 to promote careers in CFRS. They also worked with the city council attending a community action day in the Arbury/Kings hedges area of Cambridge, providing advice to local business as well as community safety engagement. They held a Macmillan coffee morning in Sept and throughout the year hosted station visits by Brownies, Beavers and Air Cadets.

**Blue Watch, Cambridge** participated in Cambridge Ethnic Community Forum's Diversity Day, November 2017

*“A big round of thanks to yourself and the crew from Blue Watch who attended our event on Sunday. They were very popular...” CEO, Cambridge Ethnic Community Forum*

## Appendix 1 – Agenda Item: 11

When a 999 call was received in **Combined Fire Control** from a distressed caller not speaking English, a multi-lingual Control Room Operator was able to recognise that the caller was speaking Lithuanian. As she is fluent in this she took over the call. The caller was living in a tent in a temporary camp which had been set fire to and the caller had also been robbed and assaulted. Control were able to send assistance to him; contacted the police and relayed messages to him regarding the attendance of both fire crews and police.

**Ely On-call crew and colleagues from SHQ** attended the first ever Ely Pride in Jubilee Gardens in August 2018 sporting rainbow epaulettes and lanyards. Their aim was to promote our services and employment opportunities to the LGBT community.



**Ely station** crew also attended a range of local schools and colleges to educate children and young people in fire and water safety as well as promoting Cambridgeshire Fire and Rescue Service as an employer of choice.

**Green Watch, Stanground Fire Station, Peterborough** took part in the “Great Get Together” - an event to bring communities together – as well as Salaam Radio Festival in summer. They also attended an Aspirations Fair at Fulbridge Academy to promote working for CFRS.



## Roaming Appliance North, Community Fire Safety and Recruitment



### Staff and Crews at Peterborough

*“Fantastic morning celebrating the end of Ramadan at Eid in the park this morning. Great opportunity to share home and business fire safety information as well as career opportunities at CFRS. Sign me up for next year!”*

*Sam Sanderson Recruitment Manager*

**White Watch, Dogsthorpe** Fire Station have an ongoing commitment working with young people through Prince's Trust.

**Black Watch, Huntingdon** delivered training for Junior Fire Wardens at a primary school. Crews from Huntingdon also joined in Eid al Fitr celebrations following Ramadan in Huntingdon and attended a Unity in the Community summer event.

**Green Watch Huntingdon** took part in Picnic in the Park for Dementia Action Week in Hinchbrook Park promoting the Dementia Friends initiative.

<https://cambsfire.facebook.com/AlzheimersSocietyEastAnglia/videos/1724667717587545/UzpfSTewMDAyMzEyODk1NjY5MTpWSzo3Mzk1MjEzNTk3NzEwMDQ/>.

**St Neots Fire Station** supported a **Community Safety Officer** when delivering a safe and well visit to a vulnerable member of the community who spoke no English. A Firefighter based at St Neots and fluent in Polish was able to translate resulting in a positive outcome for the resident.

On-call stations support their local communities in a range of ways one example being:

**Burwell On-Call station** hosted a “have a go” day to try and attract more diverse groups to consider applying to be On-call Firefighters. They hosted station visits from the local village Beavers, Rainbows and Brownies groups and visited pre-schools and Key stage 1 groups at the primary school. Burwell station also supported the local village carnival that raises money for local groups.

## Section 3 – Workforce

### Workforce diversity and distribution

One of the Service's priority areas is to have a more diverse workforce that better reflects the community we serve. To measure progress in this area we monitor staff protected characteristics at point of recruitment and provide staff with the facility to input or update their equality details in the HR database on a self-service basis. Our aspiration is to see ongoing improvement in relation to applications from women candidates (for operational jobs) and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor.

A cross-functional team work to deliver specific positive action measures to improve diversity. In January 2018 we increased resource in this area by appointing a Positive Action Officer to focus on ethnic and gender diversity in the Peterborough area.

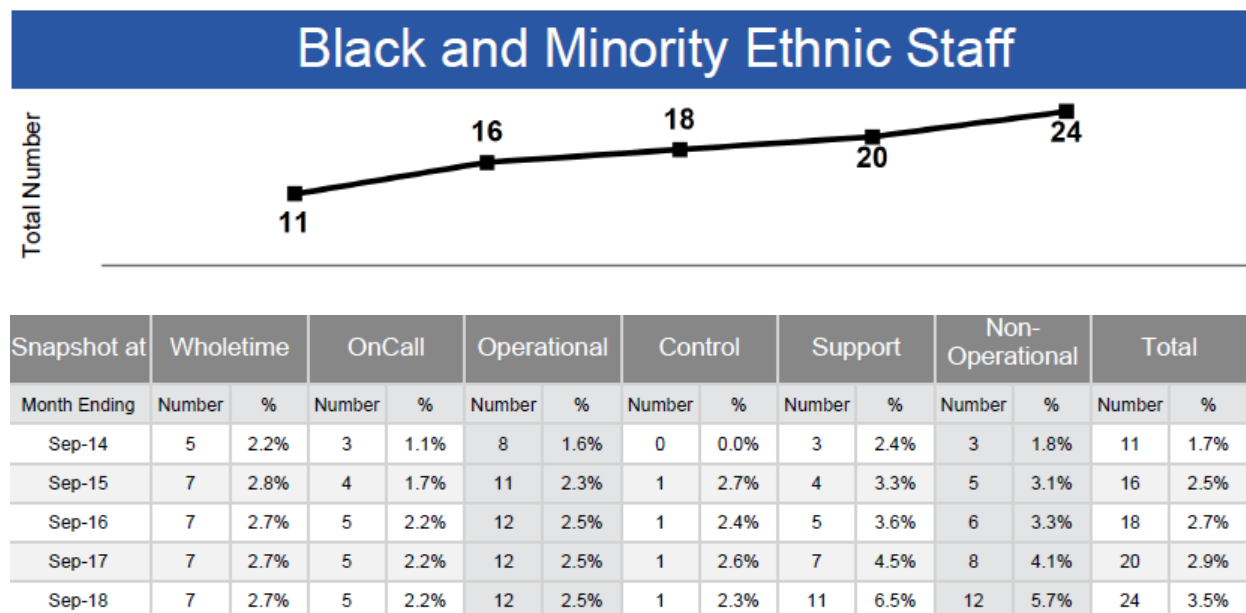
As at 30 Sept 2018, we employed 694 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below.

**Table 1 – Total Workforce**

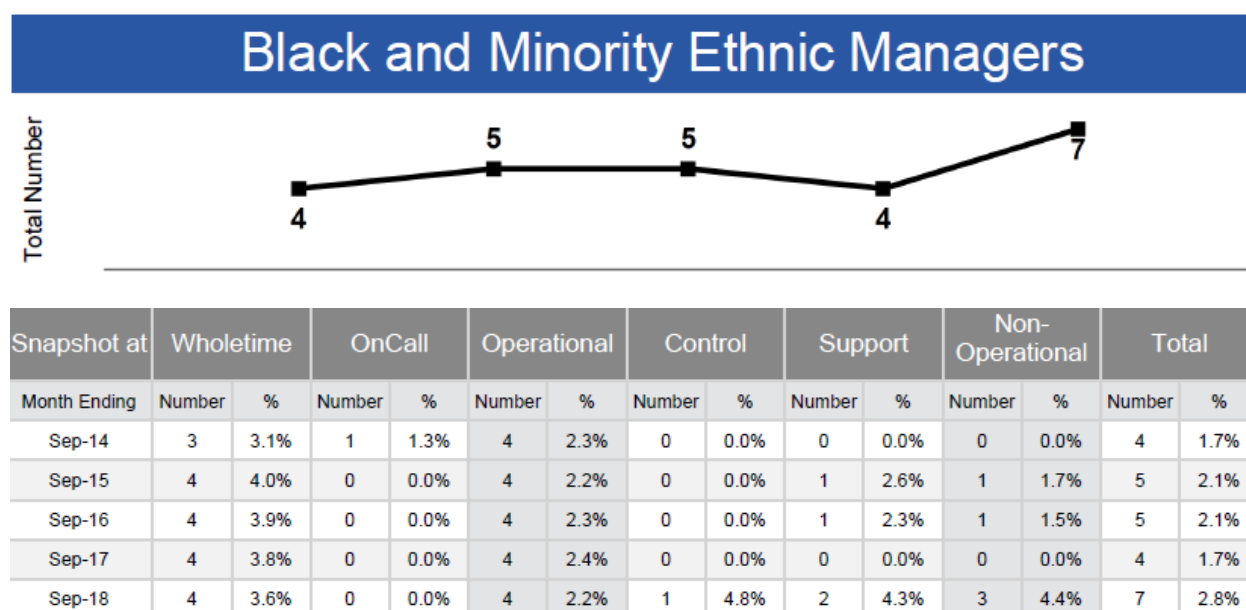
Total number of Staff						
Snapshot at	Wholetime	OnCall	Ops Total	Control	Support	Total
Month Ending	Number	Number	Number	Number	Number	Number
Sep-14	227	265	492	38	125	655
Sep-15	249	239	488	37	123	648
Sep-16	257	230	487	42	138	667
Sep-17	255	228	483	39	156	678
Sep-18	260	223	483	43	168	694

## Appendix 1 – Agenda Item: 11

### Trend and Table 2 – BAME Staff



### Trend and Table 3 – BME managers



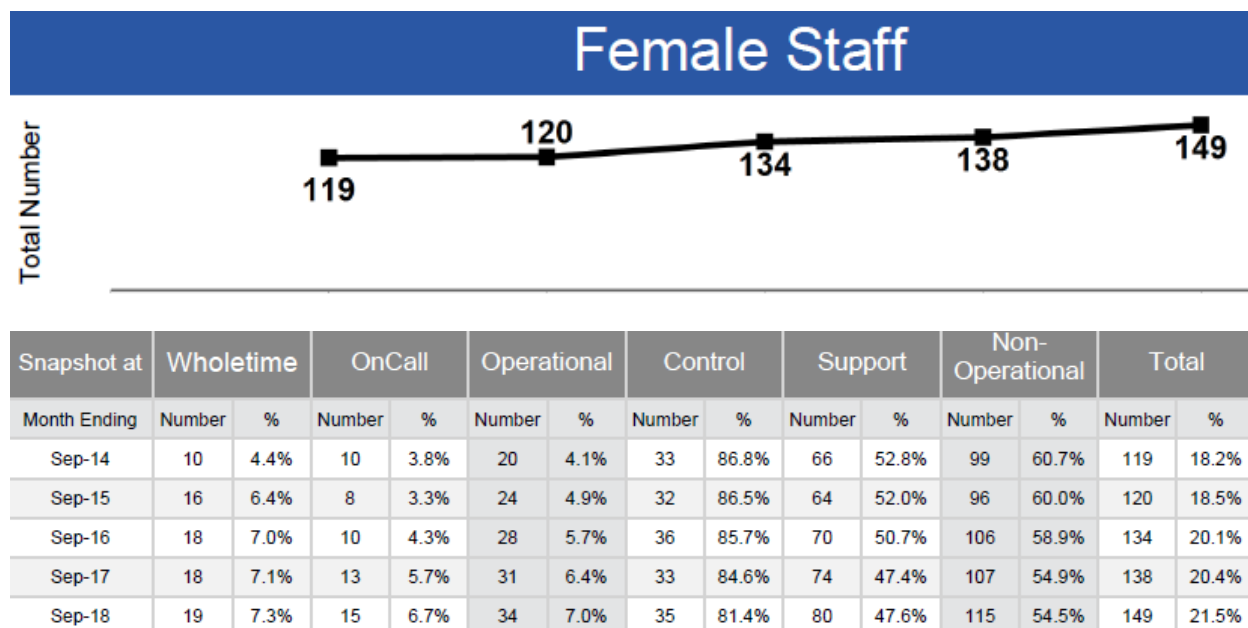
There has been a slow but welcome growth in percentage of both BME staff and managers. County wide 10% of our population identify as BME so there needs to be a continuous sustained effort into improving our ethnic diversity. The Positive Action Officer appointed in January 2018 provides a focused resource for this work. Her role is to make connections between BME communities and encourage operational staff to take up opportunities for building lasting relationships with communities who currently do not apply for jobs with us. Examples of this work are given in Community Engagement section but also include:

- Ops Crews supporting Sadaqa Day (charitable work to help local communities) and Peterborough Environment City Trust to keep communities tidy.
- Attending a Muslim girls' school to explain and demonstrate the work of CFRS.

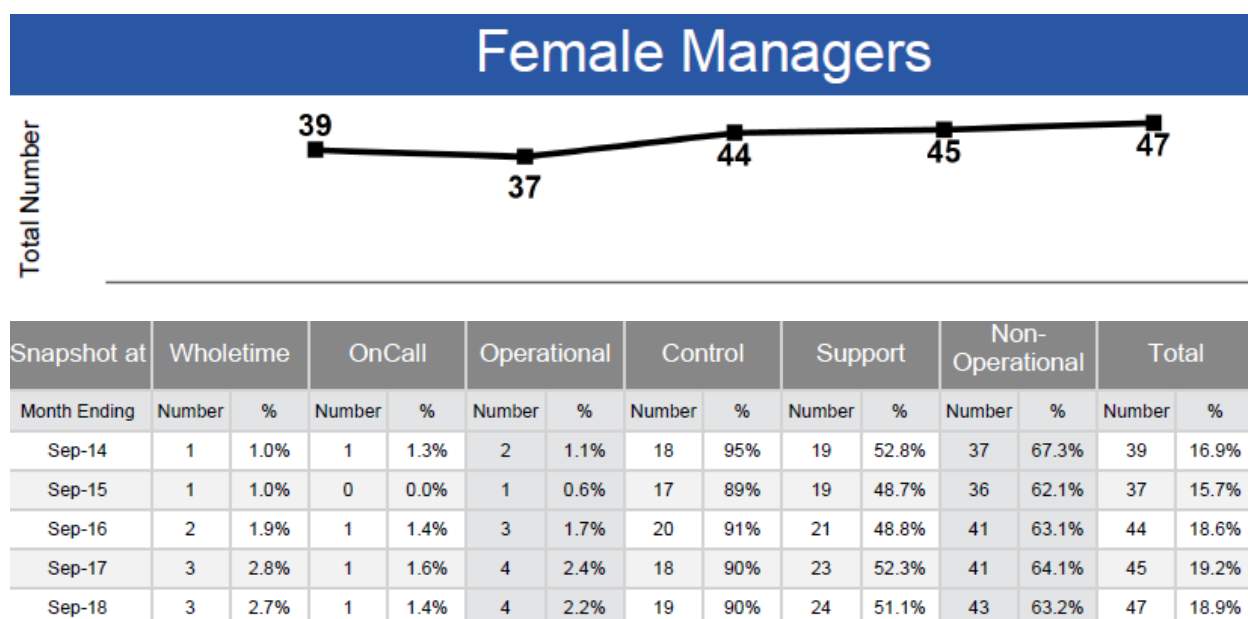
## Appendix 1 – Agenda Item: 11

- Support for Milfield Festival
- Working from local community centres
- Holding local “have go sessions” and promoting these to local communities.
- Joint careers information events with Cambs Police.
- Building more sustained relationships with students at local colleges to consider jobs and careers in CFRS.
- Sharing and learning from successes of Cambs Police.

### Trend and Table 4 – Female staff



### Trend and Table 5 – Female managers

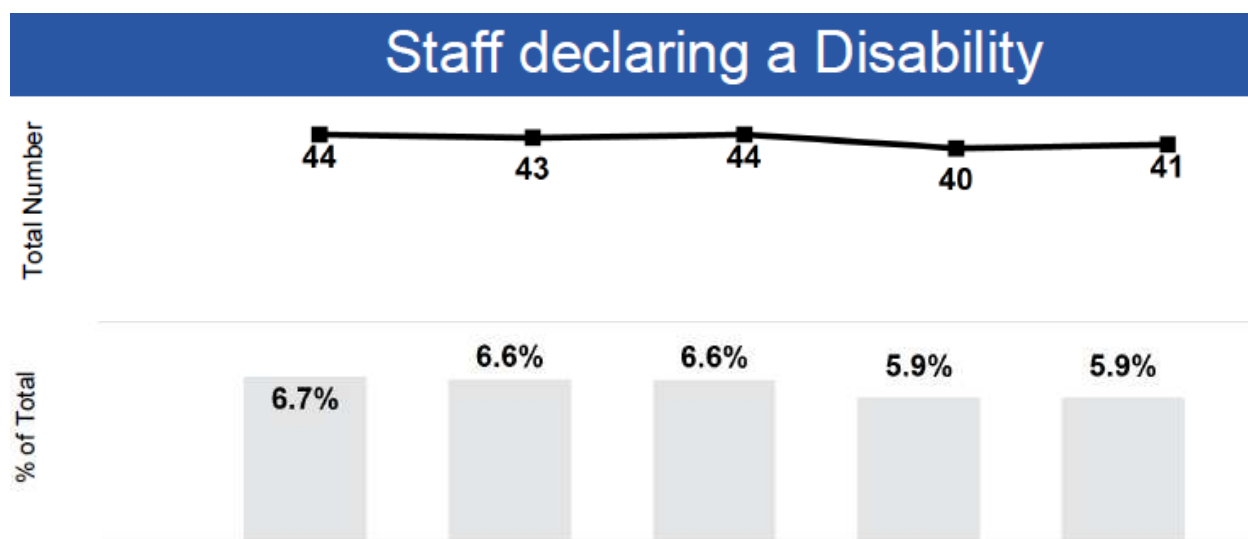




## Appendix 1 – Agenda Item: 11

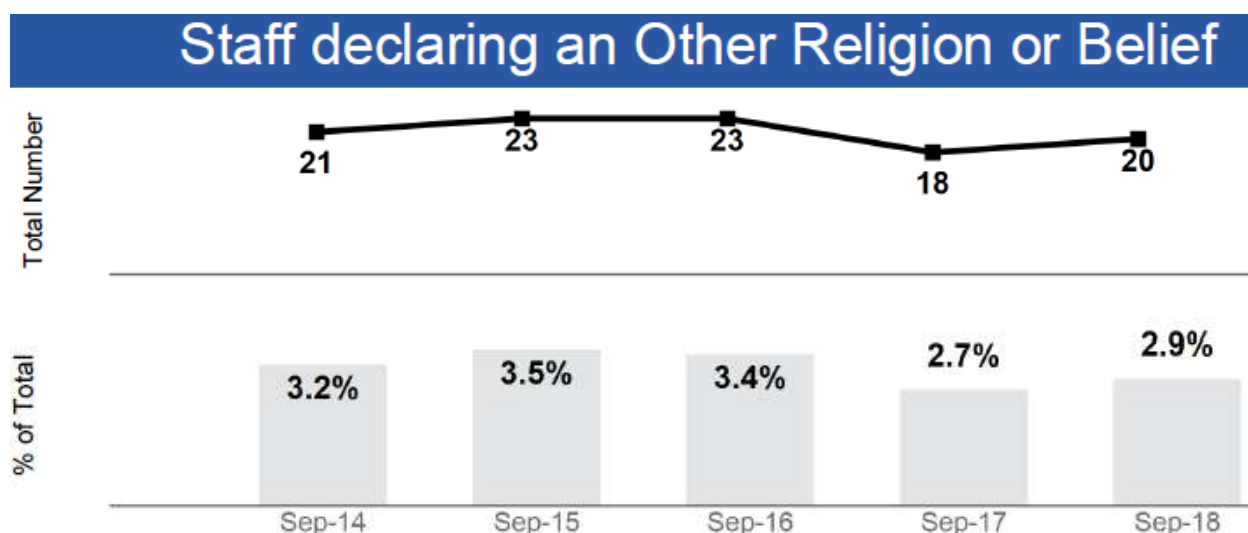
The proportion of female operational staff has grown to 7%. This compares well with the national figure of 5.2% (2016/17) although the figure for 2018 is not yet available.

### Trend and Table 6 – Disabled staff



There has been a slight decline in disabled staff. Exit interviews indicate this is natural staff turnover and that there are no underlying trends connected to disability. Efforts to improve recruitment are focused on meeting the commitment of the “Disability Confident” scheme. This is a government scheme to encourage and keep disabled people in work. Under this scheme we are looking to offer a work placement to a disabled undergraduate through the Leonard Cheshire Change 100 scheme for summer 2019. We also began a process to offer a 12 week part-time placement to a disabled person hoping to return to work. Raising awareness on disability continued with 3 sessions on “understanding dyslexia” this year.

### Trend and Table 7 – Religion or Belief<sup>1</sup>

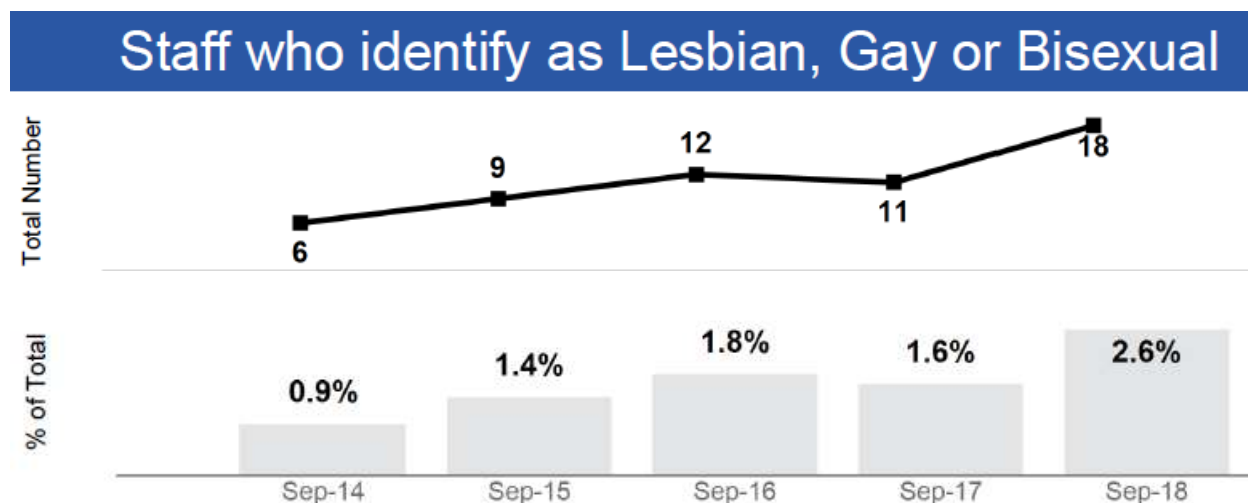


<sup>1</sup> “Another religion or belief” here refers to staff identifying with the main minority faiths in UK, i.e. Hindu, Islam, Sikh, Judaism and includes where staff have indicated “some other religion or belief” over and above these.

## Appendix 1 – Agenda Item: 11

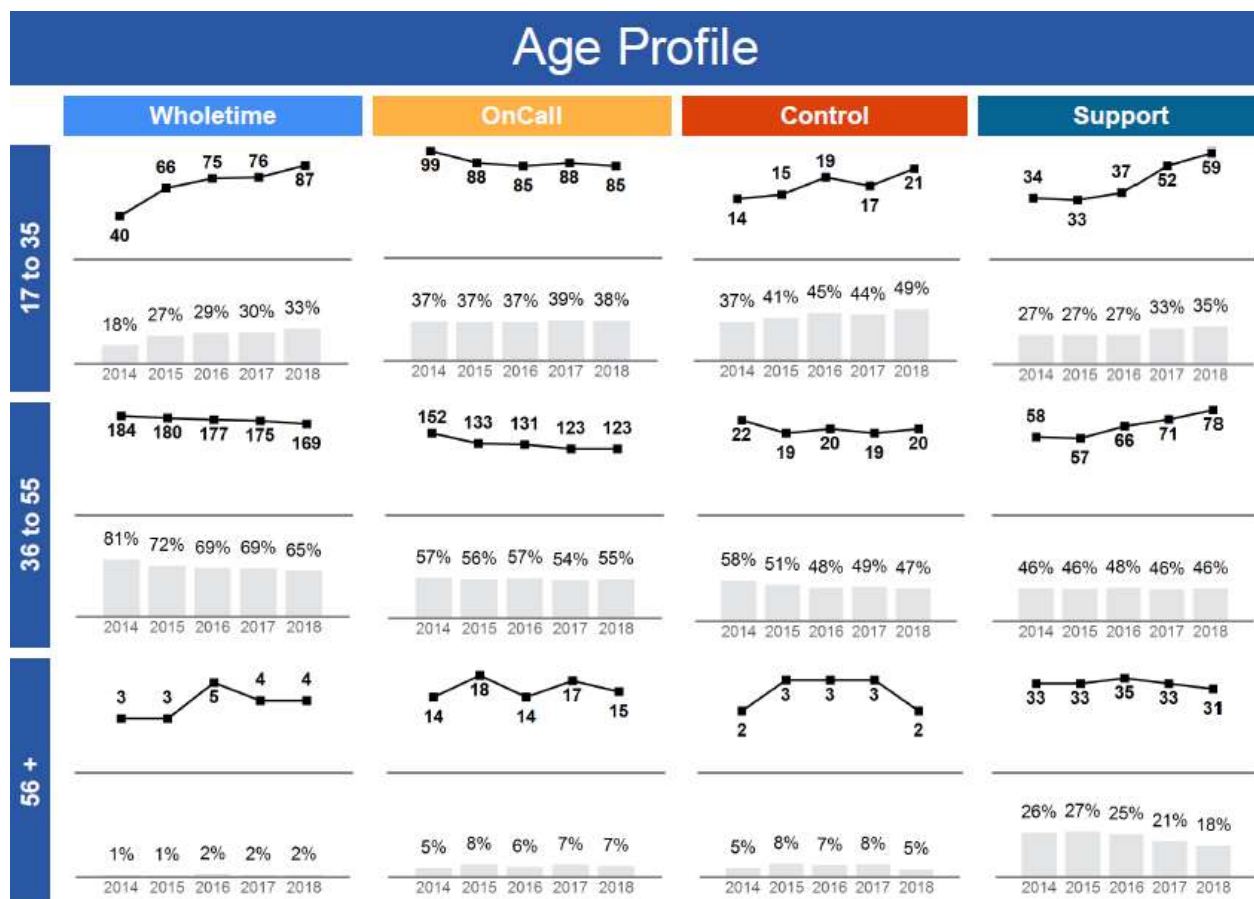
Changes in staff identifying as having a minority religion or belief has increased only slightly and it is hoped that work already underway in Peterborough (which has 11.7% of population belonging to a minority religion) will make a difference here. In the last year we have identified two offices at SHQ which can be used as quiet rooms and can be used for prayer observance.

### Trend 8 – sexual orientation<sup>2</sup>



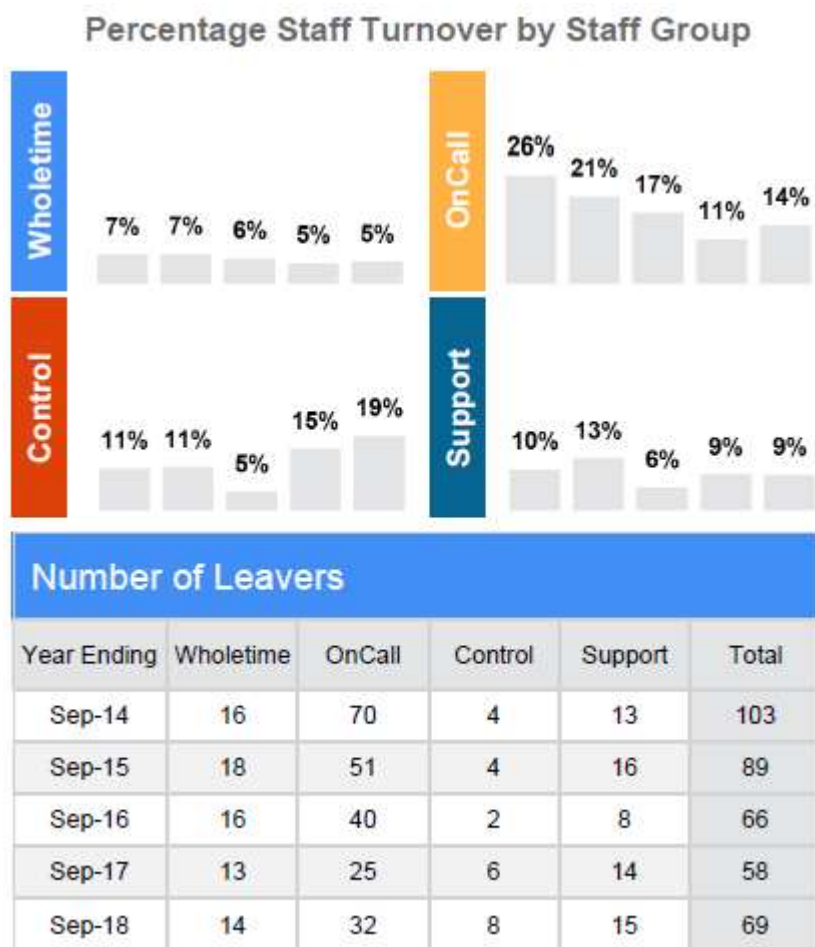
The increase in staff who identify as LG or B has been threefold over the last five years. Our continuing membership of Stonewall; support for LGBT History month in February of each year along with our support for local events (Peterborough Pride and Ely Pride) and support groups Kite Trust helps to show people of all sexual orientations that we are a welcoming and safe employer to work for.

<sup>2</sup> Overall trend only is given for religion, belief and sexual orientation to prevent individuals being identified.

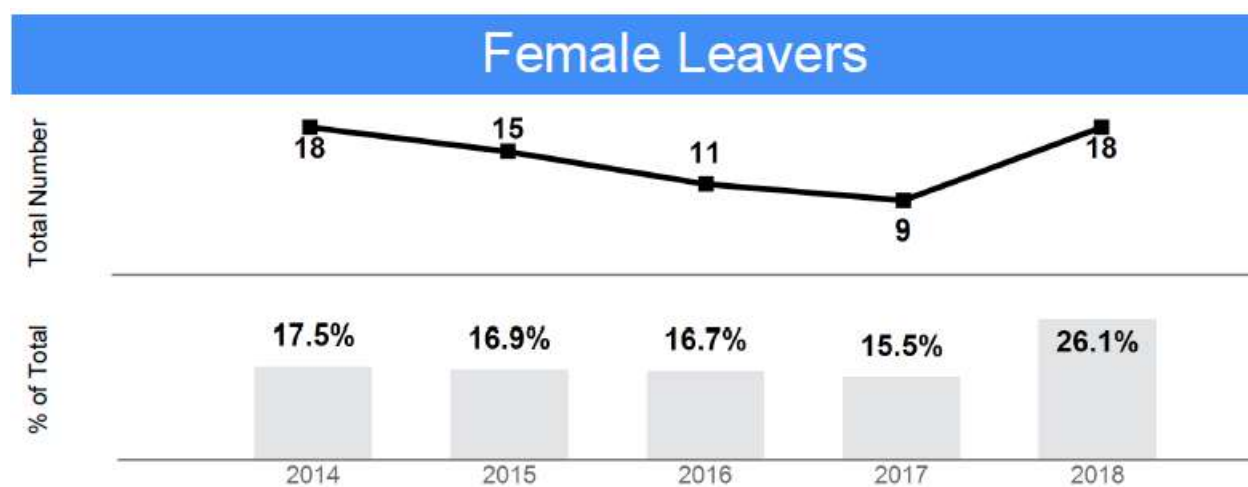


Four recruitment campaigns for wholetime Firefighters over the last 5 years, a number of retirements and turnover in Combined Fire Control have all contributed to an increase in the younger age groups. The only area where this is not the case is with On-call Firefighters which has seen an overall decline.

## Analysis of leavers over 5 years



Analysis of the protected characteristics of leavers shows there were no leavers in the year to Sept 2018 from BME staff, disabled staff or staff of a minority religion or belief and only 1 from staff who identified as LGB.



Number of women leaving (18) was disproportionately high at 26% of all leavers. This was mainly from professional support and Combined Fire Control staff who made up 89% (16) of all female leavers. Reasons for leaving did not indicate any specific concerns

## Appendix 1 – Agenda Item: 11

but were a mix of retirements; transfer to other Brigades; move to new job or change of career; redundancy; end of fixed term contract; voluntary resignation (no further reason given) and compromise agreement.

### Analysis of discipline cases

Disciplinary Cases 2017/2018		Informal outcome	First Formal Warning
<b>Total Numbers</b>		<b>38</b>	<b>5</b>
<b>Issues</b>	<b>Availability &amp; Attendance</b>	31	2
	<b>Failure to comply with policy</b>	1	
	<b>Inappropriate behaviour</b>	2	
	<b>Driving</b>	1	1
	<b>Capability</b>	3	2
<b>Gender</b>		38 male	5 male
<b>Ethnicity</b>		37 white British or English; 1 other	Data set too small to publish
<b>Sexual Orientation</b>		30 heterosexual, 8 undisclosed or unknown	Data set too small to publish
<b>Disability</b>		21 Not disabled, 17 undisclosed	Data set too small to publish

Total number of discipline cases (43) was slightly higher than previous year (38) and again the majority of cases were connected to availability and attendance of On-call staff. Of the informal outcomes all were for male staff, the majority of White British ethnicity. While little detail can be given because numbers are so small there are no concerning trends for any specific protected characteristic.

### Analysis of grievance cases

Grievance Cases 2017/2018			
<b>Total Numbers</b>		<b>13</b>	<b>Outcomes</b>
<b>Issues</b>	<b>Bullying/Harassment</b>	3	3 formal - partially upheld
	<b>Terms and conditions of employment</b>	2	1 formally upheld; 1 informally resolved
	<b>Process</b>	4	1 formal not upheld;
	<b>Management</b>	2	1 formal; 1 informally resolved
	<b>Unfair Treatment</b>	2	2 informally resolved

## Appendix 1 – Agenda Item: 11

The number of grievance cases is consistent with previous year with similar number of issues about unfair treatment and bullying or harassment. The proportion of women raising grievances is higher than proportion of women in the organisation (38% vs 22%).

Of the five cases of unfair treatment and bullying or harassment, 3 (60%) were from women all of which were partially upheld or informally resolved. There are no other disproportionate outcomes for people of specific protected characteristics. A network of RESPECT champions is currently being established to provide staff with a confidential route to discuss concerns about behaviour and to be signposted to different options for dealing with this. This aims to help people resolve issues informally. Our training programme on professional behaviour at work which sets the standards expected continues.

## Appendix 1 – Agenda Item: 11

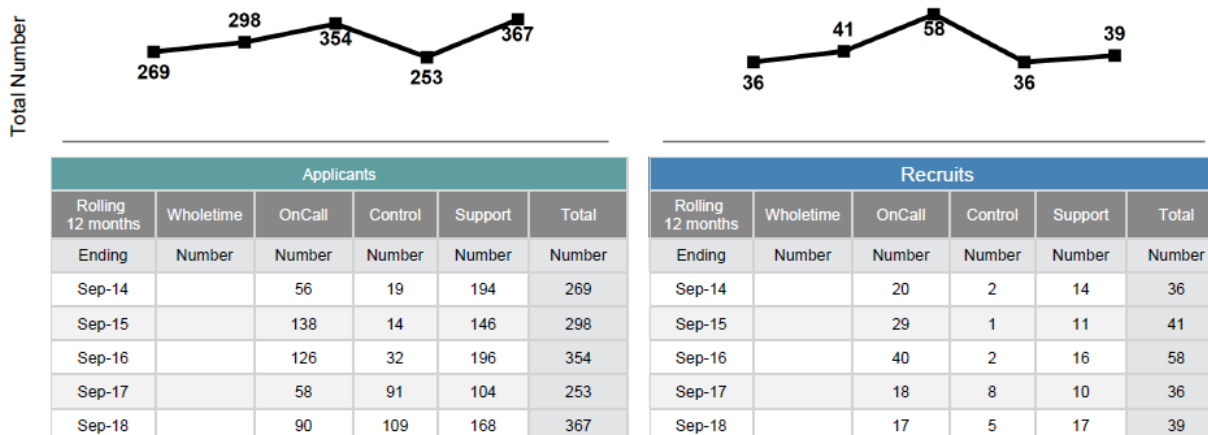
### Return to work after maternity leave

Between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018, there were six members of staff on maternity leave. All but one have returned to work and that one expects to return in December 2018.

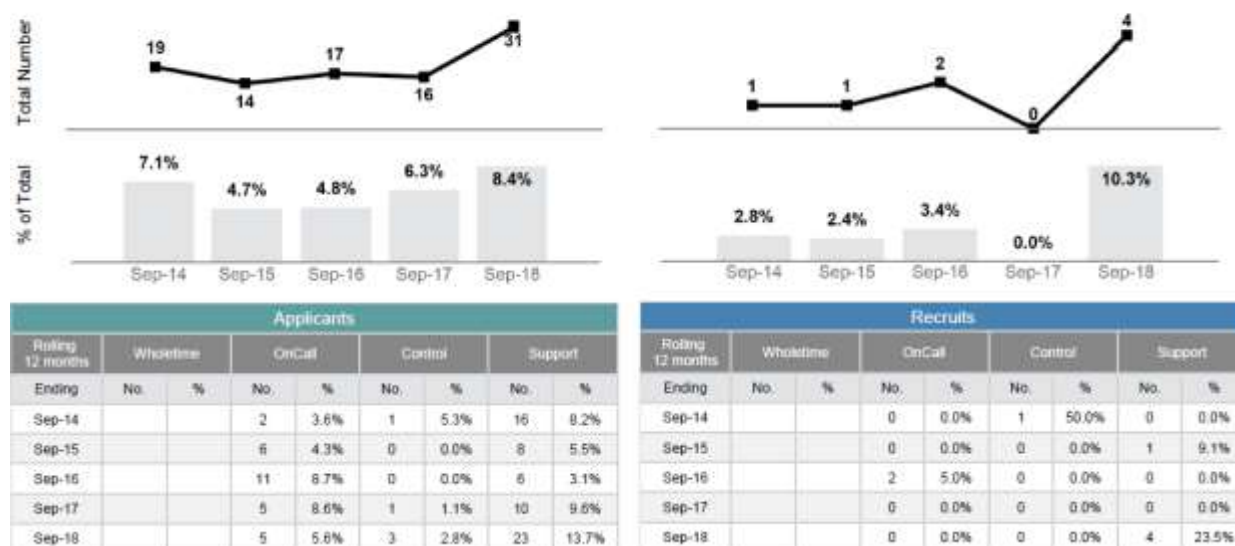
### Recruitment analysis – attraction and success rate of job applicants

The following tables and graphs show the number of applicants and recruits for all staff groups apart from Wholtime firefighters which are shown is analysed in a later section.

#### Total number of Applicants and Recruits



#### People with a Black and Minority Ethnic Background

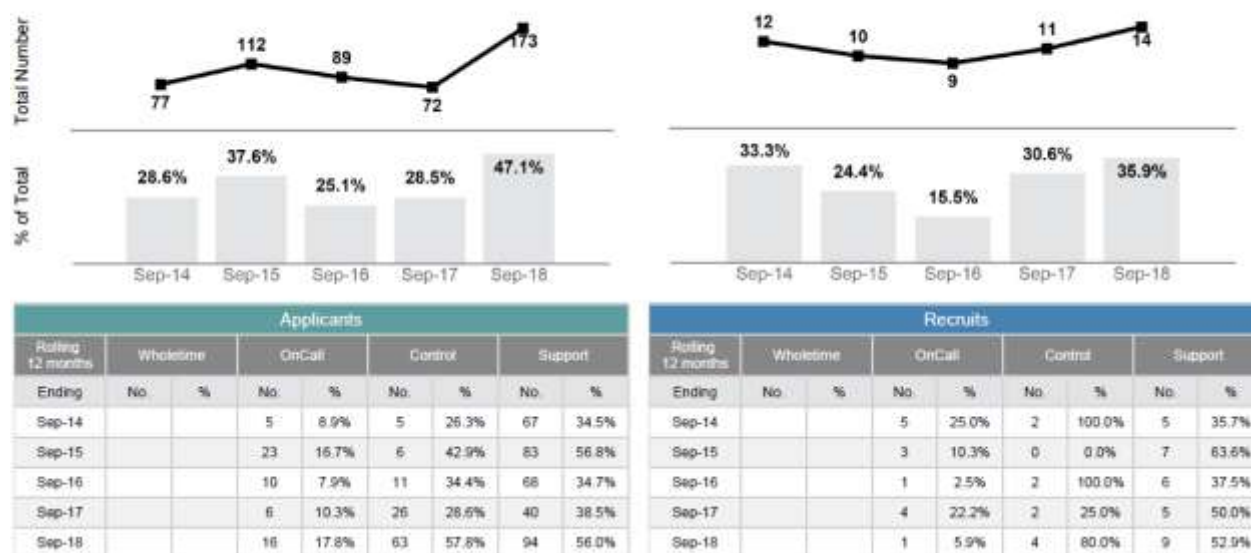


Number of applicants from BME backgrounds has improved overall in the last few years. However number of recruits is not proportionate, particularly for On-call and Combined Fire Control staff. Processes have been reviewed to ensure they are fair and consistent and selectors are trained in selection interviewing and equality and inclusion.

## Appendix 1 – Agenda Item: 11

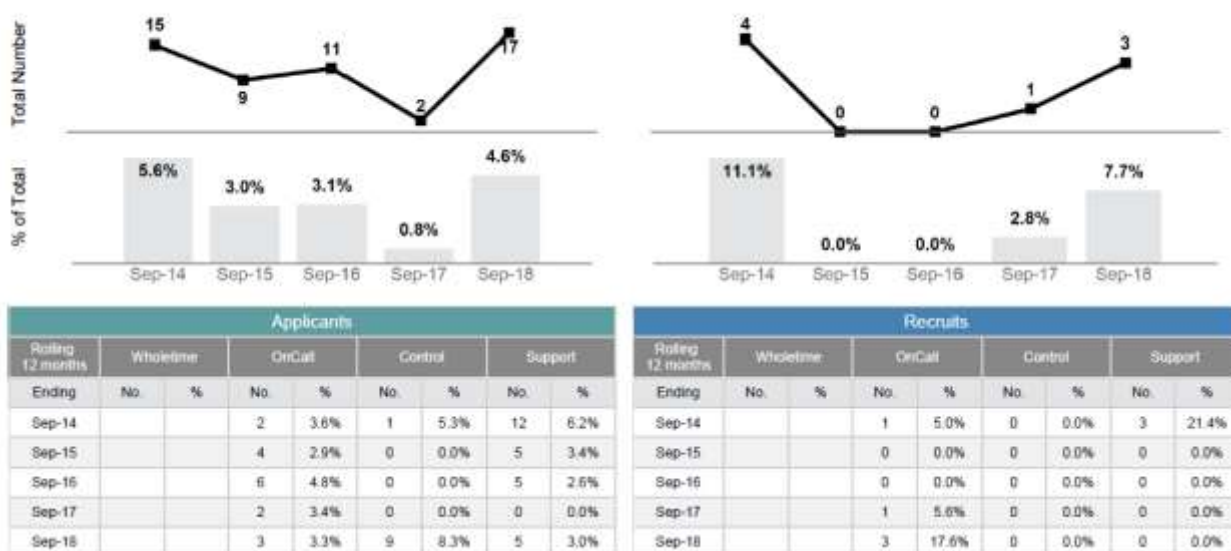
A further review of advertising and recruitment processes to Control is planned for the beginning of 2019.

### Female Applicants and Recruits



The number of women applying for posts has increased and so have successful recruits overall. Taster days at On-call stations have helped to attract a wider range of applicants however turning these into recruits has varied a lot over the last five years. The equality impact of On-call recruitment and training is regularly reviewed to ensure there is no disadvantage to women or other groups who share a protected characteristic.

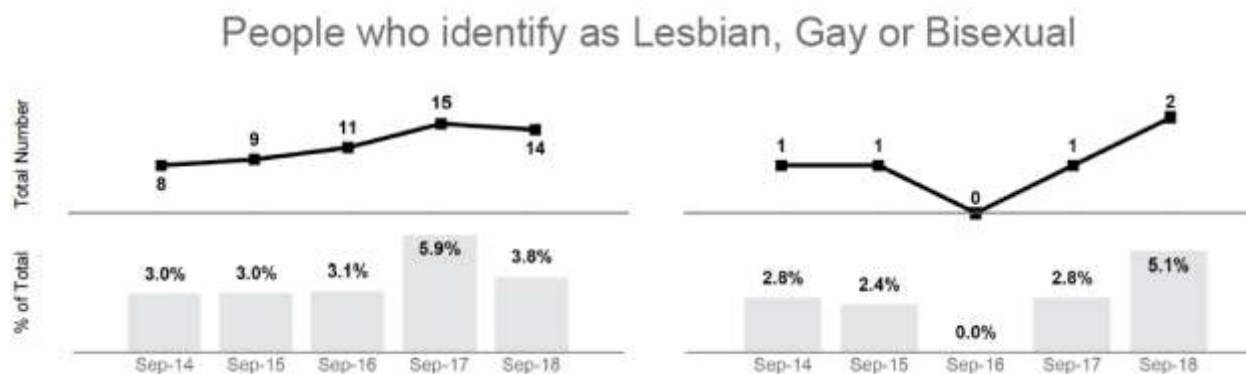
### People declaring a Disability





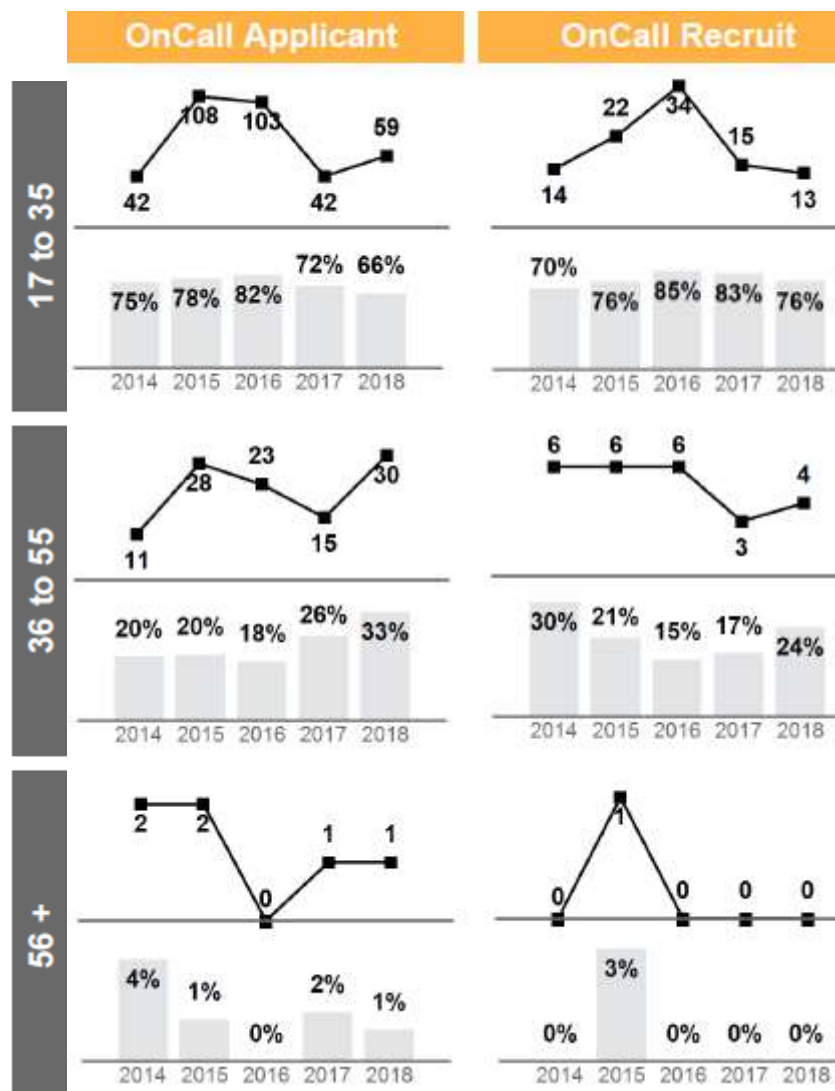
## Appendix 1 – Agenda Item: 11

Numbers of disabled applicants and recruits are both low although the trend is improving slightly. Commitment to improving this is shown through our Disability Confident Scheme as well as support for new recruits with dyslexia.



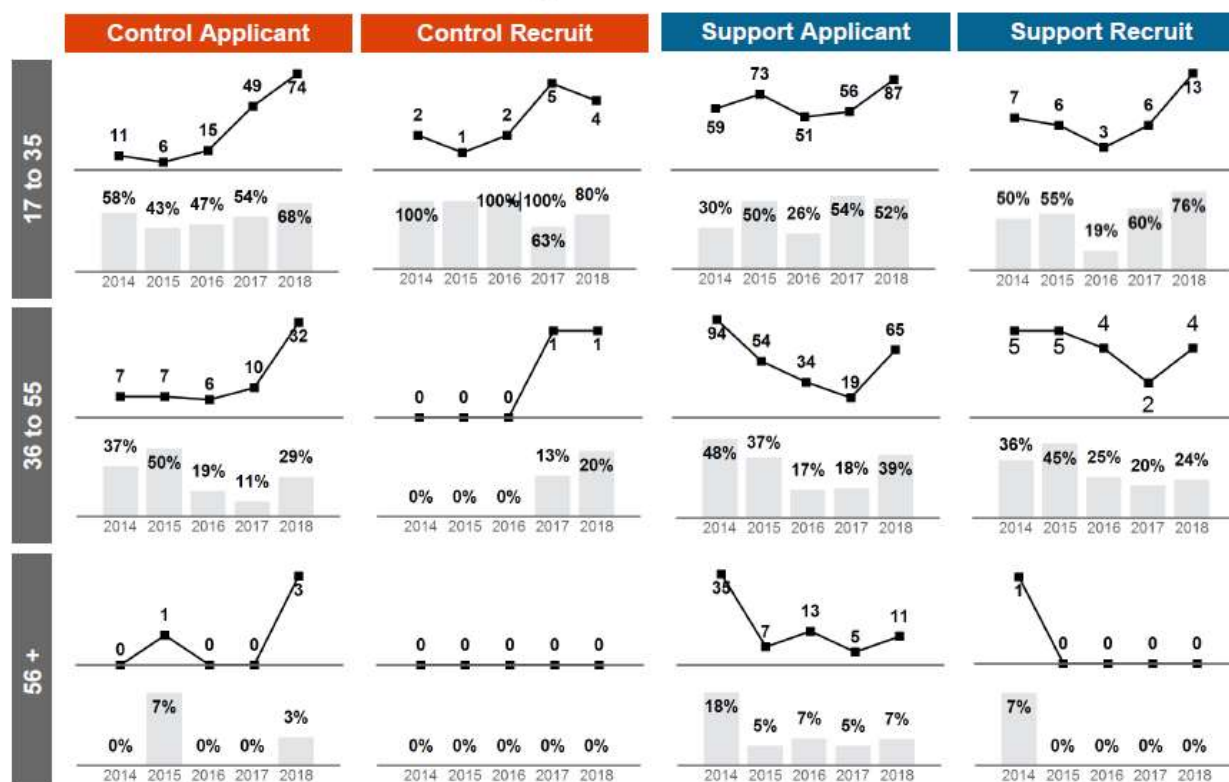
There has been a steady increase in numbers of staff who identify as LG or B and we continue to use our Stonewall membership to share good practice and opportunities with staff and managers. Annually we are included in the Stonewall “Starting Out” Careers Guide and we regularly include profiles and adverts for CFRS in LGB press.

## Age Profiles



Age profile of On-call applicants and recruits shows the majority come from the 17-35 age group which is to be expected given the nature of the job and impact of On-call duty on mobility and lifestyle.

## Age Profiles



Age profile for Combined Fire Control and professional support staff show that applicants over 56 are less likely to be employed than other age groups of other staff groups, although the number of applicants in this grouping is low.

### Analysis of Wholtime Firefighter recruitment

A Wholtime Firefighter recruitment campaign began in 2018. Early promotion started in 2017 with four “have a go sessions” being held in October, two of which were aimed specifically at women. A social media campaign showcasing positive BME and female role models posts was delivered utilising case studies and videos. Much of this was shared with community group partners for onward sharing.

For the first time candidates were able to register and book a place at an information event on-line available 24/7 rather than having to do so by phone. Improved reporting meant that we were able to analyse the diversity of registrations immediately and focus social media messages to those groups we were not reaching.

Academic criteria remained as at 2016:

- 5 x GCSEs (A\*-C/4-9 C including English and Maths) or equivalent
- Ability to swim
- Resident within 10 miles of Cambridgeshire county boundary
- Full and current driving licence

## Appendix 1 – Agenda Item: 11

Candidates were required to book and attend an information event to receive an application pack. Total registrations were 441, a 29% increase on previous campaign. However, only 358 of those registering booked a place at an information event. The mandatory requirement to attend an information event has subsequently been reviewed and will not be required in future campaigns. Broad diversity breakdown is given below with comparison to 2016. County profile (2011 Census) data is also given as this is the workforce we aspire to.

Category		Options		2018		2016		County Census Data
<b>Total number attending an information event</b>				358	100%	252	100%	
Gender	Female			50	13.6%	24	9.5%	50.2%
	Male			305	85.7%	228	90.5%	
	Prefer to identify in another way			1	0.2%	0	0%	
	Prefer not to say			2	0.5%	0	0%	
Disability	Yes			7	1.6%	1	0.4%	
	No			349	97.7%	186	73.8%	
	Prefer not to say			2	0.7%	65	25.8%	
Ethnicity	BME			15	4.5%	8	3.2%	9.7%
	White			339	94.3%	244	96.8%	
	Prefer not to say			4	1.1%	0	0%	
Religion or Belief	Minority religion or belief <sup>3</sup>			7	2.0%	5	2%	5.4%
	Christian			105	29.3%	86	34.1%	
	No religion			227	63.4%	142	56.3%	
	Prefer not to say			19	5.3%	19	7.5%	
Sexual Orientation	LGB			29	8%	8	3.2%	10% <sup>4</sup>
	Heterosexual			305	85.2%	232	92.1%	
	Prefer not to say			24	6.7%	12	4.7%	

There was an increase in number and proportion of women, BME candidates, disabled candidates and LGB candidates at this stage. The only characteristic that did not see a proportionate improvement was in minority religions/beliefs. Applications received showed a similar trend as seen below.

<sup>3</sup> Refers to Buddhist, Hindu, Jewish, Muslim Sikh or where other minority religion declared

<sup>4</sup> Stonewall estimate national LGB population

## Appendix 1 – Agenda Item: 11

Category	Options	2018		2016	
	<b>Total number of applications</b>	175	100%	186	100%
Gender	Female	29	16.6%	19	10.2%
	Male	145	82.9%	167	89.8%
	Prefer to identify in another way	0	0.0%	0	0.0%
	Prefer not to say	1	0.6%	0	0.0%
Disability	Yes	4	2.3%	2	1.0%
	No	170	97.1%	179	96.2%
	Prefer not to say	1	0.6%	5	2.9%
Ethnicity	BME	6	3.5%	5	2.6%
	White	166	94.9%	181	97.4%
	Prefer not to say	3	1.7%	0	0.0%
Religion or Belief	Minority religion or belief	3	1.7%	3	1.5%
	Christian	49	28.0%	64	34.4%
	No religion	113	64.6%	93	50.2%
	Prefer not to say	10	5.7%	26	13.9%
Sexual Orientation	LGB	13	7.5%	13	6.3%
	Heterosexual	148	84.6%	173	93.7%
	Prefer not to say	14	8.0%	9	4.3%

Following written, medical, occupational ability and fitness tests, remaining candidates went into final assessment day which featured an interview, presentation delivery and interactive exercise. Outcomes at each selection process are analysed to identify where there may be barriers to a particular group. The diversity breakdown of those successful at final assessment is summarised below in comparison to 2016. Full numerical details are not given as the small size of the data set could identify individuals.

### Successful candidates

34 candidates were successful and 21 began their training in 2018, the remainder being placed on a holding list. 17.6% of successful candidates were women which is slightly higher than the proportion applying and higher than 2016 (10%).

2.9% identified as BME which is lower than the 3.5% applying but consistent with previous year. Positive action work with BME communities remains on-going. We invited Community Connectors from the Strategic Peterborough Partnership to observe the final assessment day and to give us feedback on the process. The intention is to invite community members to participate as assessors in selection processes in the future.

Proportion of LGB successful candidates improved considerably which suggests there are no obvious barriers within the process.

Proportion of people from minority religions is static at 0% and it is hoped efforts to encourage BME communities to consider careers in CFRS will extend to those of different religions and beliefs.

### Gender Pay Gap

In 2017 new regulations were introduced under the Equality Act 2010 requiring employers of more than 250 staff to calculate and publish information about the gender pay gap in their organisation.

The gender pay gap shows the difference between the average earnings of men and women. As a concept it is different from “equal pay” which deals with any pay differences between men and women who carry out the same or similar jobs or jobs of equal value.

Calculating, analysing and reporting on the gender pay gap can provide a valuable measure of equality in the workplace. It is a long standing phenomenon globally and varies by occupation, age group and working patterns. It highlights any difference in men’s and women’s participation in work of different types and levels and how effectively talent is being maximised.

The gender pay gap regulations require us to include all employees and to calculate a number of gender pay gap measures with reference to all staff. However where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of staff. The following calculations are required by the regulations and explained below. They are all expressed in percentages.

#### Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 8).

A **mean** average involves adding up all the numbers and dividing the result by how many numbers were listed.

#### Median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 9).

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results.

#### Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees. (regulation 10).

#### Median bonus gender pay gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 11).

#### Proportion of males and females receiving a bonus payment

The proportions of male and female relevant employees who were paid bonus pay (regulation 12).

For Cambridgeshire Fire and Rescue Service, “bonus” as defined in regulation 10b includes payment related to *“productivity, performance or incentive”*

#### Proportion of males and females in each quartile pay band

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands (regulation 13).

## Appendix 1 – Agenda Item: 11

Difference in mean hourly rate of pay	2017	2018
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24
% Difference in mean hourly rate of pay	18.58%	15.38%
Difference in median hourly rate of pay	2017	2018
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97
% Difference in median hourly rate of pay	13.90%	11.30%

**Commentary:** Both mean and median pay gaps have reduced compared to last year. This holds true for each individual staff group (Wholetime, Support, Control) when analysed individually but not for On-call staff. The most likely reason is the retirement of more experienced staff (likely to be at higher pay grades) and the recruitment of new staff who are more likely to start on lower salaries. For On-call staff the pay gap has widened which may reflect the gender diversity of staff in this group. 15 (6.7%) are women but only 1 (1.4%) female staff member is in a management band.

Difference in mean bonus pay	2017	2018
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24
% Difference in mean bonus pay	0.57%	-3.04%

**Commentary:** The gap in mean bonus pay this year is in favour of women representing a 3.6% change over previous year.

Difference in median bonus pay	2017	2018
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58
% Difference in median bonus pay	0.00%	0.00%
Proportion of male and female employees who received bonus pay	2017	2018
The number of male relevant employees who were paid bonus pay during the relevant period	317	291
The number of male relevant employees	516	506
The proportion of <b>male</b> employees who received bonus pay	61.43%	57.51%
The number of female relevant employees who were paid bonus pay during the relevant period	34	25
The number of female relevant employees	131	131
The proportion of <b>female</b> employees who received bonus pay	25.95%	19.08%



## Appendix 1 – Agenda Item: 11

**Commentary:** The difference in proportions of men and women who received bonus pay reflects the fact that most bonuses (e.g. continuous professional development payment as incentive; resilience payments as productivity) apply to operational staff where there are many more men than women, or derive from operational terms and conditions of employment.

<b>Proportion of male and female employees according to quartile pay bands</b>	<b>2017</b>	<b>2018</b>
The number of male full-pay relevant employees in the lower quartile pay bands	110	106
The number of full-pay relevant employees in that quartile pay band	163	159
<i>Proportion of <b>male</b> employees in the <b>lower quartile</b> pay band</i>	67.48%	66.67%
The number of female full-pay relevant employees in the lower quartile pay bands	53	53
The number of full-pay relevant employees in that quartile pay band	163	159
<i>Proportion of <b>female</b> employees in the <b>lower quartile</b> pay band</i>	32.52%	33.33%
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117
The number of full-pay relevant employees in that quartile pay band	163	158
<i>Proportion of <b>male</b> employees in the <b>lower middle quartile</b> pay band</i>	76.07%	74.05%
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41
The number of full-pay relevant employees in that quartile pay band	163	158
<i>Proportion of <b>female</b> employees in the <b>lower middle quartile</b> pay band</i>	23.93%	25.95%
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145
The number of full-pay relevant employees in that quartile pay band	160	161
<i>Proportion of <b>male</b> employees in the <b>upper middle quartile</b> pay band</i>	83.75%	90.06%
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16
The number of full-pay relevant employees in that quartile pay band	160	161
<i>Proportion of <b>female</b> employees in the <b>upper middle quartile</b> pay band</i>	16.25%	9.94%
The number of male full-pay relevant employees in the upper quartile pay bands	148	138
The number of full-pay relevant employees in that quartile pay band	161	159
<i>Proportion of <b>male</b> employees in the <b>upper quartile</b> pay band</i>	91.93%	86.79%
The number of female full-pay relevant employees in the upper quartile pay bands	13	21
The number of full-pay relevant employees in that quartile pay band	161	159
<i>Proportion of <b>female</b> employees in the <b>upper quartile</b> pay band</i>	8.07%	13.21%



## Appendix 1 – Agenda Item: 11

While the pay gap is generally moving in the right direction, we will continue with our work, articulated in the equality strategy and integrated risk management plan, to increase number of women in operational firefighting posts and men into Control posts and to improve their retention.

The equal pay audit proposed last year has been carried out by an external consultant and is currently in draft. This will make recommendations around pay and allowances which will be acted on.

## Demography of Cambridgeshire and Peterborough – Census 2011

Cambridgeshire and Peterborough

Population : 804,841

### Gender

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

Average Age  
39 years

Median Age  
38 years

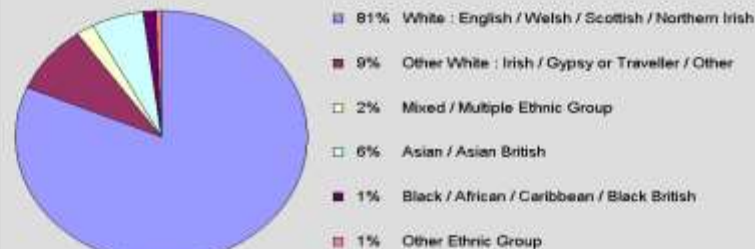
### Age Range



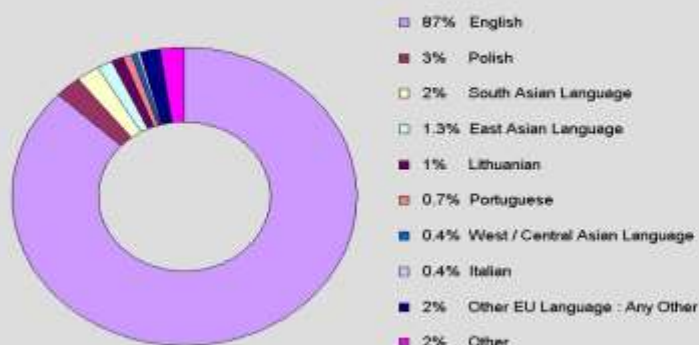
### Long Term Health Problem or Disability

Day-to-day activities limited a lot : 7% (54,674)  
Day-to-day activities limited a little : 9% (70,944)  
Day-to-day activities not limited : 84% (679,223)

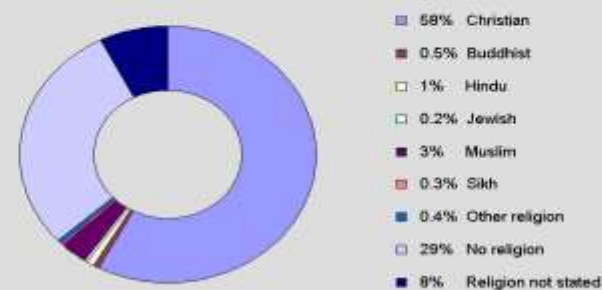
### Ethnic Groups

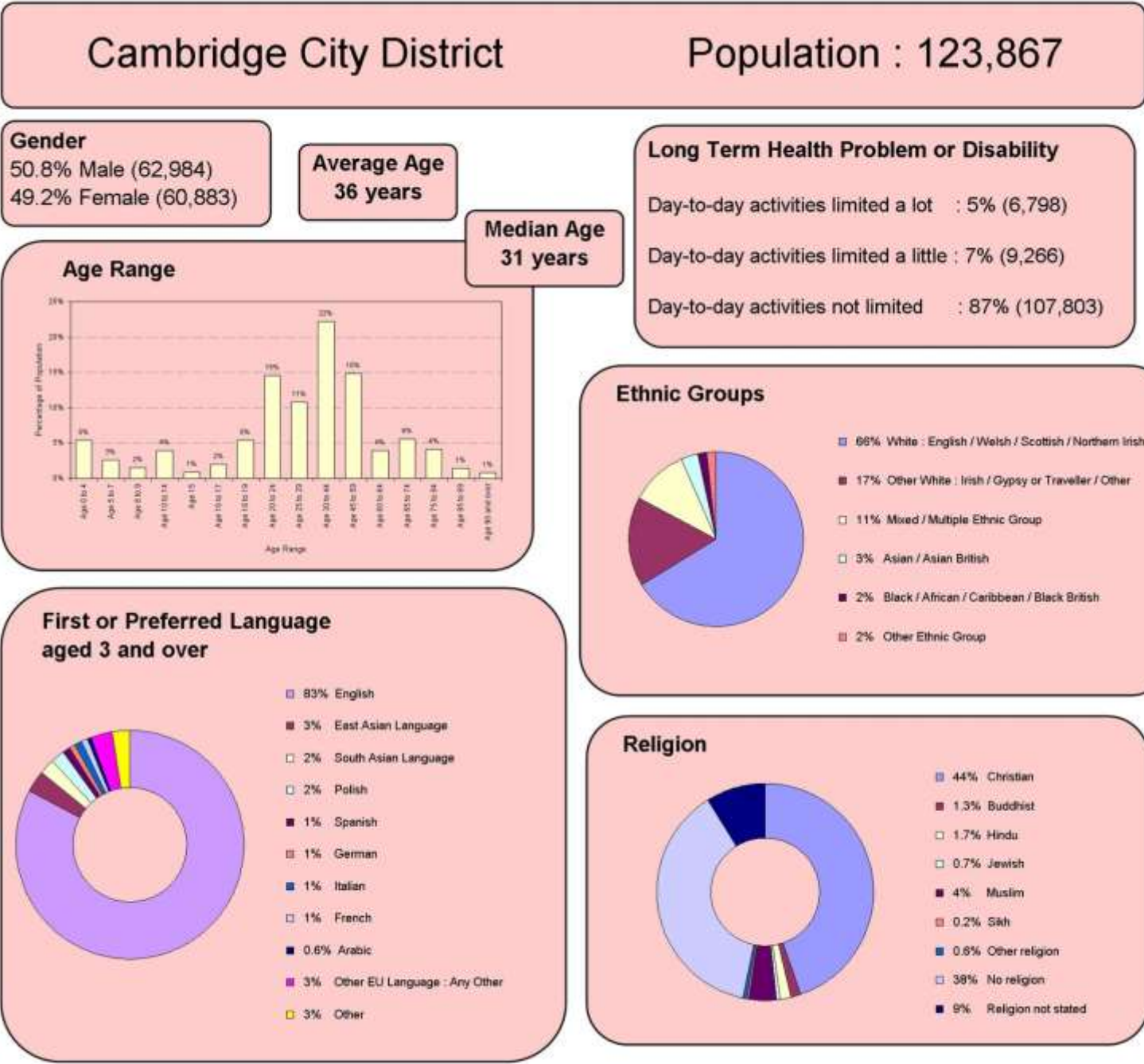


### First or Preferred Language aged 3 and over



### Religion





# 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)

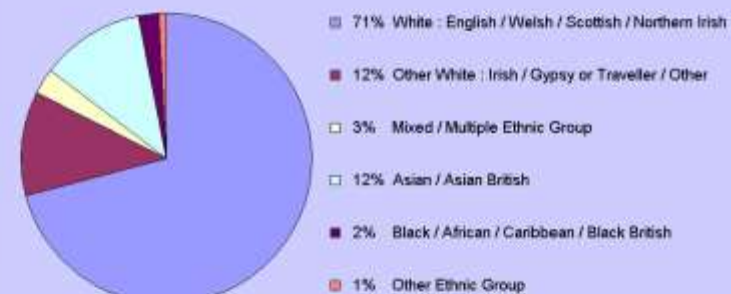
Day-to-day activities limited a little : 9% (16,538)

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

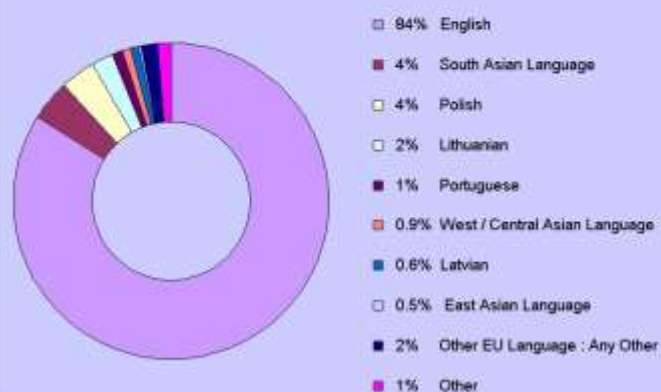
## Age Range



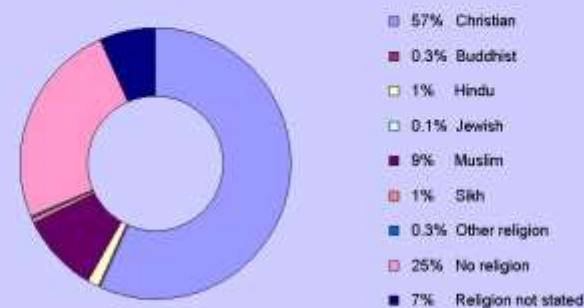
## Ethnic Groups



## First or Preferred Language aged 3 and over



## Religion



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Deputy Chief Executive Officer - Matthew Warren

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

Telephone 07768 023436  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 7 February 2019

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## **FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT**

### **1. Purpose**

- 1.1 The purpose of this report is to provide the Fire Authority with an update against the projects for 2018/19.

### **2. Recommendation**

- 2.1 The Authority is asked to note the Programme Status Report, as at December 2018, attached at Appendix 1.

### **3. Risk Assessment**

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

### **4. Background**

- 4.1 To support the Service in its strategic planning process, action plans for the financial years 2018/19 and 2019/20 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
  - firefighters and staff,
  - senior leadership team,
  - Fire Authority,
  - regional fire and rescue services,
  - partners,



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

## 5. Progress Report on Corporate Projects 2018/19

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

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Programme Status Report	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

## Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
<b>P108 Replacement ICCS &amp; Mobilising Solution</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Nicky Hoad</b> <b>Lead Member: <del>Chris Jamil</del> &amp; McGuire</b> <b>To be appointed when contract award made.</b>  <b>Completion Date: Qtr3/4 2020</b>  <b>Overall status: Amber</b>	<p>Timescales slipped to ensure procurement documentation is complete.</p> <p>Procurement route to be decided - Meeting held 3/12/18 to discuss. Competitive Procedure with Negotiation (CPN) agreed as way forward.</p>	<p>Work progressing with cost model and cost apportionment. TM leading on this.</p> <p>Technical Requirements Specification complete and reviewed by Solicitors. Intensive work undertaken with Principal Officers from all three services to review and amend specification to meet procurement process requirements.</p> <p>Station End Equipment progressing – Business Case is being drafted.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	TBC – Grant funding
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Slippage to Supplier Questionnaire release date
<b>P104 Implementation of Wholtime (W/T) Shift System</b> <b>Project Sponsor: Rick Hylton</b> <b>PM: Jon Anderson</b> <b>Lead Member: N/A</b> <b>Completion date: Phase 1 - Jan 2018</b> <b>Phase 2 – <del>July 2018</del> January 2019.</b> <b>Overall Status: Green</b>	<p>No issues.</p>	<p>Project extended by a further six months whilst analysis of performance data is undertaken and to monitor implementation of 5 watch system and roaming pumps.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

Library:CFRS

Document Name: Programme\_Board\_-\_Business\_Development\_Status\_Report. REFERENCE ONLY

Document #: 85817 Version:78

Author\_Id: JACKIE.WATSON

Project	Issues	Successes	Project Performance	
<b>P073 Asset Management Software</b> <b>Project Sponsor: Matthew Warren</b> <b>Project M: Stuart Grey</b> <b>Lead Member: N/A</b> <b>Stage 2 Fleet &amp; Equipment Implementation: Dec 2017</b> <b>Completed End stage</b> <b>Stage 3 Property June 2018 TBC—Data July 2018</b> <b>Sept 2018</b> <b>Stage 4 ICT Dec 2018 TBC</b> <b>ICT Sept 2018—Dec 2018</b> <b>Stage 5; Health and Safety</b> <b>Mar 2019 - Property Sep 2019.</b> <b>Overall Status: Green</b>	Integration of Resource Link API - issue was identified with the passwords. Reported to supplier who is looking into the issue. Awaiting configuration and testing from ICT for installation of Stick PCs.	Sizing and stability of Dashboard has been resolved by Business Intelligence and Performance team; awaiting ICT for rollout. Planning for rollout to Health and Safety and Property teams. Guidance document for Driver Checks is now complete so preparation for the introduction of the driver checks to start. End Stage Report for Stage 3 and 4 to go to Programme Board. Planning in process for Stage 5.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

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# Business Development Programme Status Report

December 2018

Project	Issues	Successes	Project Performance	
<b>P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow</b>  <b>Project Sponsor: Rick Hylton</b> <b>CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. TBC</b> <b>Status: Amber</b>	<p>Governmental approval of the revised Full Business Case has been further delayed; will not be made known until Q1 2019</p> <p>CFRS holding workshops scheduled for Q1 2019 to scope out long term vision.</p> <p>Deployment schedules and product release dates remain fluid and impact on accurate planning.</p>	Workshops being scheduled Jan/Feb 2019.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	Potential high costs if services do not cut over at the appropriate time.
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P109 VDI Upgrade Shared Service Project PM: Sarah Newton</b> <b>Project Sponsor: Matthew Warren</b> <b>Completion: May 2019</b> <b>Status: Green</b>		Work commenced on 26 November 2018 to build the new XenDesktop infrastructure. We expect to be testing the new VDI images in mid-December. Rollout began 22 January 2019.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Slipped back to Spring 2019 Deviation Report

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Project	Issues	Successes	Project Performance	
<b>P088 On Call Board Project Stage 2</b> <b>PM: Gary Mitchley</b> <b>Project Sponsor: Rick Hylton</b> <b>Lead Member: Cllr Reynolds</b> <b>Completion Date: Stage 1 Feb 16</b> <b>Stage 2: May 31<sup>st</sup> 2016</b> <b>Stage 3: Alternative Appliances Jan-2018</b> <b>Jan 2019</b> <b>Alternative Crewing On Call standby's</b> <b>March 2017 Complete</b> <b>Alternative Crewing W/T</b> <b>Secondary Contracts</b> <b>June 2018</b> <b>Phased Response</b> <b>April 2019</b> <b>Sutton Trial - TBC</b> <b>Status: Green</b>		<b>Alternative Appliances</b> Three appliances now in service and on the run and will be evaluated by the crews over the next three to six months <b>Alternative Crewing - On Call Standbys</b> – STEP Process for On-Call stand in activities now live and reports have been developed. <b>On Call Strategic Reserve -</b> Process now live. <b>Phased response</b> – Work package progressing with a potential go live date for the trial early 2019. <b>Sutton Trial</b> – New work package added following recommendations from trial and approval by Project Board. Station now has a standard car (VW Golf) current establishment three staff.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

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## Business Development Programme Status Report

December 2018

Project	Issues	Successes	Project Performance	
<b>P098 CPSN</b> <b>(Cambridgeshire Public Services Network)</b> <b>Project Sponsor: M Warren</b> <b>PM: John Fagg</b> <b>Lead Member: N/A</b> <b>Completion date: June 2019 (via VEAT Notice May 2017)</b> <b>Overall status: Amber</b>	Will remain as Amber until next steps/timescales are fully understood.	CPSN partners notified of our decision. Meeting scheduled between CFRS, BFRS and Supplier for 13 December 2018 to agree next steps.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	Resourcing
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P102 Unified Comms (Shared Service Project)</b> <b>Project Sponsor: M Warren / Z Evans</b> <b>PM: Sarah Newton</b> <b>Completion Date: Sept 2018-April 2019-Nov 2019</b> <b>Project Status : Green</b>	Full rollout of replacement telephones is not expected to take place until late 2019 when full refresh of infrastructure is complete.	The Cambs Skype infrastructure has now been built however we have been unable to resolve all issues with the system. We are working with the supplier to find a solution.	<b>Board</b>	
			<b>Budget</b>	
			<b>Team</b>	Team established for current stage
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P111 Day Crewed Shift System Project</b> <b>Project Sponsor: Jon Anderson</b> <b>PM: Stuart Smith</b> <b>Completion date: Negotiations/Sign collective agreement Oct</b>	Negotiations are taking longer than anticipated and will have an impact on the delivery timescales of this project.	Negotiation meetings fortnightly. The Service has offered a counter offer to the FBU in relation to the ongoing day-crewed negotiations.  A20 – Continue to work the shift pattern they are on (3 on, 3 off, 3 on, 2 off) 0800-1800hrs working	<b>Board</b>	
			<b>Team</b>	Team has been formed for negotiation. This may change once we have a shift system in principle.

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Document #: 85817 Version:78

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## Business Development Programme Status Report

December 2018

<b>18</b> <b>Implementation Jan 19</b> <b>Status: Green</b>		<p>day. Ride across both .All personnel on 20%- 12 establishment.</p> <p>B05 and B13 - rota pattern will be a four day week (rota day every week) - increase establishment to eight on each station. Increase of two FF's.</p> <p>0800-1800hrs working day</p> <p>Ride across both -20% will be available on a business need.</p>	<b>Budget</b>	
			<b>Risk</b>	Getting agreement via negotiations.
			<b>Controls</b>	Have shift system that currently functions (could go live with new system in the middle of the year).
			<b>Timescales</b>	Negotiation timescales passed end date of Oct 18. Implementation unlikely to meet Jan 19.

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## Business Development Programme Status Report

December 2018

Project	Issues	Successes	Project Performance	
<b>P112 Monkswood</b> <b>Project Sponsor: Matthew Warren/Chris Strickland (once planning granted)</b> <b>Project Manager: Stuart Grey</b> <b>Completion date: First phase Contract signed 31/05/18</b> <b>Status: In planning</b>		Awaiting Planning decision due 7 February 2019. Buildings already in existence but will need modifying.	<b>Board</b>	Not yet formed
			<b>Team</b>	Not yet formed
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P115 SHQ Building Changes</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Stuart Grey</b> <b>Completion date: TBD</b> <b>Status: In Planning</b>		Project brief approved by Programme Board and work commenced on next phase of works to upgrade SHQ. MW held 'update session' in Mess. Two distinct phases of work – one phase will require planning permission. Liaising with Artelia.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	TBC
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	TBC

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## Type 2 Projects

Project	Issues	Successes	Project Performance	
<b>P101 CFRMIS (Community Fire Risk Management Information System)</b> <b>Project Sponsor: Jon Anderson-Tamsin Mirfin</b> <b>Chris Parker</b> <b>PM: Stuart Grey</b> <b>Lead Member: N/A</b> <b>Completion date: Jan 2019</b> <b>Overall Status: Green</b>	Contract negotiations ongoing with supplier although very close to conclusion and agreement.	Updating of data and modifications to system ongoing. Supplier has quoted for the updating of the system to meet DPA. End Project Report in Draft.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P100 Training Recording &amp; Competency System (TRaCS)</b> <b>Project Sponsor: AC Callum Faint</b> <b>PM: John Sherrington</b> <b>Lead Member: N/A</b> <b>Completion date: Options Appraisal/Business Case 01/04/2017 Complete</b> <b>Stage 2: Completion Q4 2018-Jan 2019</b> <b>Nov – Dec 'Go live' but will be tested. Formal date for link to Planners is early Jan 2019.</b> <b>Overall Status: Green</b>	No issues to report.	Training Delivery Plan complete. Any training sessions still required will be picked up by Champions in 'mop up' sessions. Ongoing 'sanity checks' and system testing applied to assess the resilience of TRaCS and to quality assure its content and interdependencies. Comms released. End Stage Report to February 2019 Programme Board.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Implementation date: 02/01/2019

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Document #: 85817 Version:78

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# Business Development Programme Status Report

December 2018

Project	Issues	Successes	Project Performance	
<b>P093 Co-Responding</b> <b>Project Sponsor: Rick Hylton</b> <b>Project Manager: Gary Mitchley</b> <b>Lead Member: N/A</b> <b>Co-Responding Trial End</b> <b>Sep 2016 – Nov 2016</b> <b>Feb 2017 – Mar 2017</b> <b>May 2017 – End of July</b> <b>Nov 2017</b>  <b>Overall status: Amber</b>		CFRS is in continued discussions with East of England Ambulance Service (EEAS) as to future of Co-Responding. They now have a new CEO, discussions are ongoing. EEAS have now approached March to complete the DBS checks for the three new FF's.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	EEAS slow to provide CBS clearance checks on staff.
			<b>Control</b>	
<b>P096 Use of Recording Devices &amp; Governance</b> <b>Project Sponsor: Callum Faint</b> <b>PM : Trudi Wilson/Jodie Houseago</b> <b>Lead Member: N/A</b> <b>Completion date: Phased Approach</b> <b>Phase 1 Policy /Guidelines</b>		Retrofit for high mileage vehicles requiring dash cams has one left to do (courier van)  Proof of concept trial has started with the first briefing delivered on 30 November 2018. Trial will run for five month period.	<b>Timescales</b>	National trial supported until pay settlement announced.
			<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risks</b>	
			<b>Controls</b>	

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Document #: 85817 Version:78

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# Business Development Programme Status Report

December 2018

<p>01/03/17 Complete Phase 2 Red Fleet <del>30/04/17</del> Jan 2018 July 2018 Dash Cams 30 Sept 2018 Phase 3 Nov 17 Body cams/Helmet cameras TBD Body Cam work linked into trial.</p> <p>Overall status: Green</p>			Timescales	
<p>P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson Project Sponsor: J Anderson Completion Date: May 31<sup>st</sup> 2019 Overall Status: Green</p> <p>Replacement IRU on the run <del>April 2018</del> June July 2018 - Complete</p>	<p>Potential for timescales to lapse for work package implementation.</p>	<p><b>Rope Rescue</b> – Equipment purchased, awaiting arrival of final parts. It has been asset marked and familiarisation is taking place in December 2018 before the role out of training in January 2019. Stowage options are currently being discussed with board and fleet management. The training schedule has been written and will be managed by the A27 SC and WC Standon. On-Call GC Mitchley has agreed to supply On-Call crews to standby during course completion.</p> <p>Steve Peacock is looking at equipment to come off RV's ready for positioning of new boats. The equipment has been identified and</p>	<p>Board Team Budget Risk</p>	

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Document Name: Programme\_Board\_-\_Business\_Development\_Status\_Report. REFERENCE ONLY

Document #: 85817 Version:78

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		<p>this will be fed back into fleet for stock and re-issue.</p> <p><b>Boats</b> – Tender process started using national framework. Closing date is 7 December 2018; three companies have responded to date. Team assigned from ops/support to evaluate and demo tender returns.</p> <p><b>Paratech</b> – Date set for Jan 19 to look at the new equipment this has training and stowage implications which are currently being looked into.</p> <p><b>Communication</b> sent to the Service reference project updates; well received and was a joint statement with FBU.</p>	<b>Controls</b>	
			<b>Timescales</b>	End project date identified as 31/05/19.

## Business Development Programme Status Report

December 2018

Project	Issues	Successes	Project Performance	
<b>P106 Chatteris Fire Station</b> <b>Project Sponsor: Jon Anderson</b> <b>Project Manager: Pete Jones—Maurice Moore</b> <b>Completion date: Jun 2018</b> <b>October 2018</b> <b>Overall status: Green</b>	Significant disruption to the operations of station due to the amount of works undertaken.	Project timeline reviewed following setbacks with existing structure – Work planned to be completed by 14 December 2018. Comms and Mobs relocated. Appliance housed back at Station.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Deviation Report
<b>P110 Server Upgrade</b> <b>Project Sponsor: Matthew Warren/Zoe Evans (Shared Service)</b> <b>PM: Sarah Newton</b> <b>Completion date: June 2018-Dec 18</b> <b>Overall Status: Green</b>		All systems are now running on the new data centre servers and storage. The old systems have been turned off and will be recycled. The project is set to complete on schedule.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Deviation Report

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Document #: 85817 Version:78

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<b>P114 Intranet Refresh</b> <b>Project Sponsor: Hayley Douglas</b> <b>PM: Claire Morris</b> <b>Completion date : 31/12/19</b> <b>Status: In planning</b>			<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P116 Aerial Replacement</b> <b>Project Sponsor: Callum Faint</b> <b>PM: Matt Murdoch</b> <b>Completion date: TBD</b> <b>Overall status: In planning</b>		Mandate approved at November Programme Board – full brief to be presented to December Board. Initial engagement with watches at Peterborough and Cambridge booked in and commenced.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

## Glossary

**Application virtualisation (APPV)**  
**Cambridgeshire County Council CCC**  
**Cambridgeshire Fire & Rescue Service (CFRS)**  
**Cambridgeshire Public Services Network (CPSN)**  
**Chief Officers Advisory Group (COAG)**  
**Chief Fire Officers Association (CFOA)**  
**Close Circuit TV (CCTV)**  
**Combined Fire Control (CFC)**  
**Community Fire Risk Management Information System (CFRMIS)**  
**Comprehensive Spending Review (CSR)**  
**Digital Network Service Provider (DSNP)**  
**East of England Ambulance Service Trust (EEAST)**  
**Emergency Services Mobile Communications Programme (ESMCP)**  
**ESMCP Transition Manager – (ETM)**  
**Emergency Services Network (ESN)**  
**Fire & Rescue Service (FRS)**  
**Fire Service Headquarters (SHQ)**  
**General Data Protection Regulation (GDPR)**  
**Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**  
**Heads of Groups (HofG)**  
**Integrated Risk Management Plan (IRMP)**  
**Local Government Shared Service (LGSS)**  
**Memorandum of Understanding (MOU)**  
**Mobile Data Terminals (MDT)**  
**National Fire Chiefs Council (NFCC)**  
**Official Journal of European Union (OJEU)**  
**Project Manager (PM)**  
**Risk Assessment Method Statement (RAMS)**  
**Road Traffic Collisions (RTC)**  
**Sequel server (SQL)**

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**Skype for Business (SfB)**  
**Station End Equipment (SEE)**  
**Subject Access Request (SAR)**  
**To be determined/confirmed (TBD/TBC)**  
**Training Recording & Competency System (TRaCS)**  
**Voluntary Ex-Ante Transparency Notice (VEAT)**  
**Virtual Desktop Infrastructure Project (VDI)**  
**Whole-time (W/T)**  
**Virgin Media Business (VMB)**



## Agenda Item: 13

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Area Commander Operations – Jon Anderson

**PRESENTING OFFICER(S):** Area Commander Jon Anderson

Telephone: 01480 444538

Email: jon.anderson@cambsfire.gov.uk

**DATE:** 7 February 2019

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### UPDATE ON NEW DUTY SYSTEM AND ROAMING APPLIANCES

#### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the first year of the new wholetime shift system and the introduction of roaming appliances

#### 2. Recommendation

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

#### 3. Risk Assessment

- 3.1 **Political** - the principles of integrated risk management govern that fire authorities should ensure that resources are distributed in a cost effective and risk based manner. This change in duty system enables the Service to increase the number of wholetime day crewed appliances by two, seven days a week aligned to our Integrated Risk Management Plan (IRMP).
- 3.2 **Economic** – in a climate of financial constraint, it is essential that operational resources are deployed in the most cost effective manner that safeguards the safety of the public and our staff.
- 3.3 **Legal** – in order to establish a new shift system outside national terms and conditions, negotiations are required to achieve a collective agreement between the Fire Brigades Union (FBU) and the Service. This duty system has been achieved through this mechanism and the agreement reached between both parties has ultimately led to its implementation.

## 4. Background

- 4.1 Following a successful negotiation with the FBU the Service introduced a new shift system for its wholtime stations on 1 January 2018. This included the introduction of two new roaming appliances seven days a week and a move to 'jump crew' specialist appliances. The next section of this report details the outcomes from this change and the difference the change has made to the service we provide with particular focus on the improvements provided by the introduction of roaming appliances.

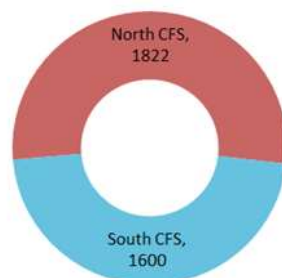
## 5. Roaming Appliance Impact

### 5.1 Community Fire Safety (CFS)

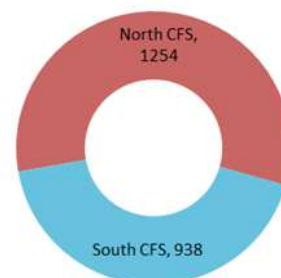
The roaming appliances have made a considerable impact on the delivery of community safety over the course of 2018, completing a total of 3,422 Safe and Well visits across rural locations within Cambridgeshire.

This increase in activity highlights the added benefit of the roaming appliances in addition to operational availability.

Community fire safety jobs



Community fire safety hours

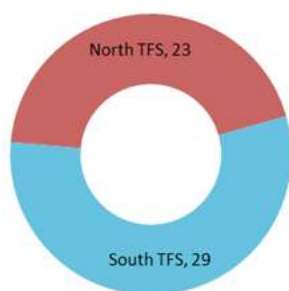


### 5.2 Technical fire Safety (TFS)

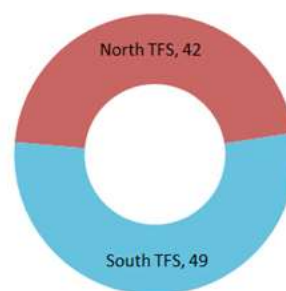
In addition to community safety work the roaming appliances have also been able to conduct business engagement visits, although the number of these is low, the limiting factor is the number of businesses that exist in rural locations.



Technical fire safety jobs



Technical fire safety hours



### 5.3 Training

Crews on the roaming appliances conduct an hour of operational training per day; this has been achieved throughout 2018 enabling over 700 hours of training to be conducted.

### 5.4 Availability Improvements

The graph below shows average appliance availability versus time of day. The blue line represents 2018 with the addition of the roaming appliances and the red line gives a representation of what cover would look like without the addition of them.

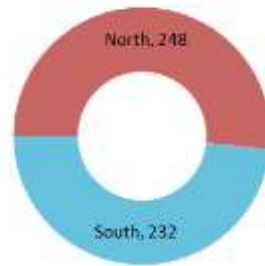
Average Pump Availability Inc. Wholetime



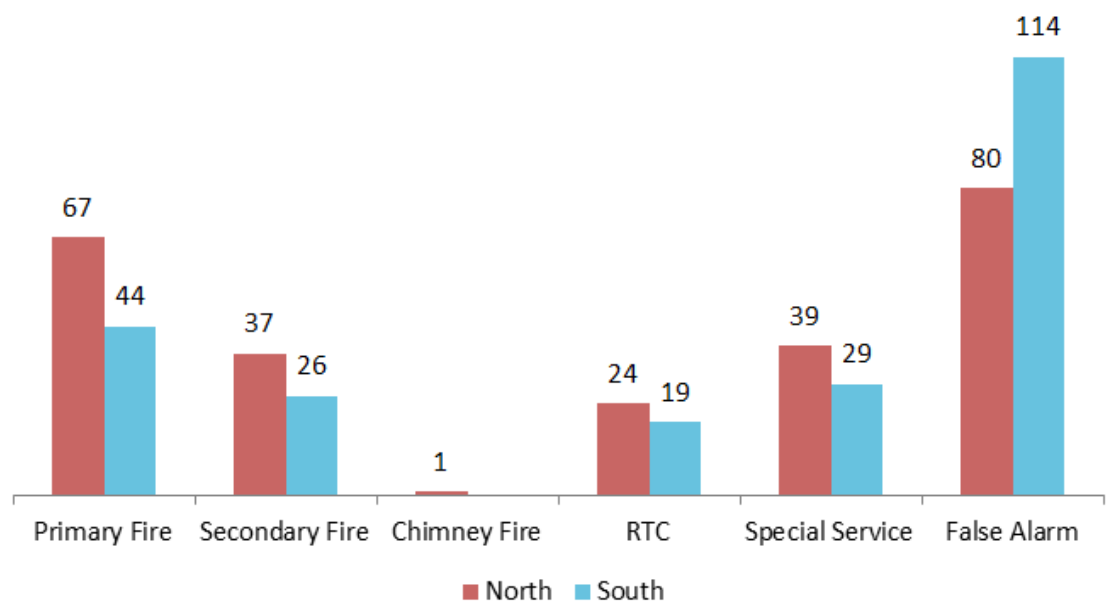
## 5.5 Operational Incidents

In total the roaming appliances attended 480 incidents throughout 2018; the graphic below shows the split between north and south roaming appliances. The call volume experienced is comparable to two busy On-Call stations with good availability.

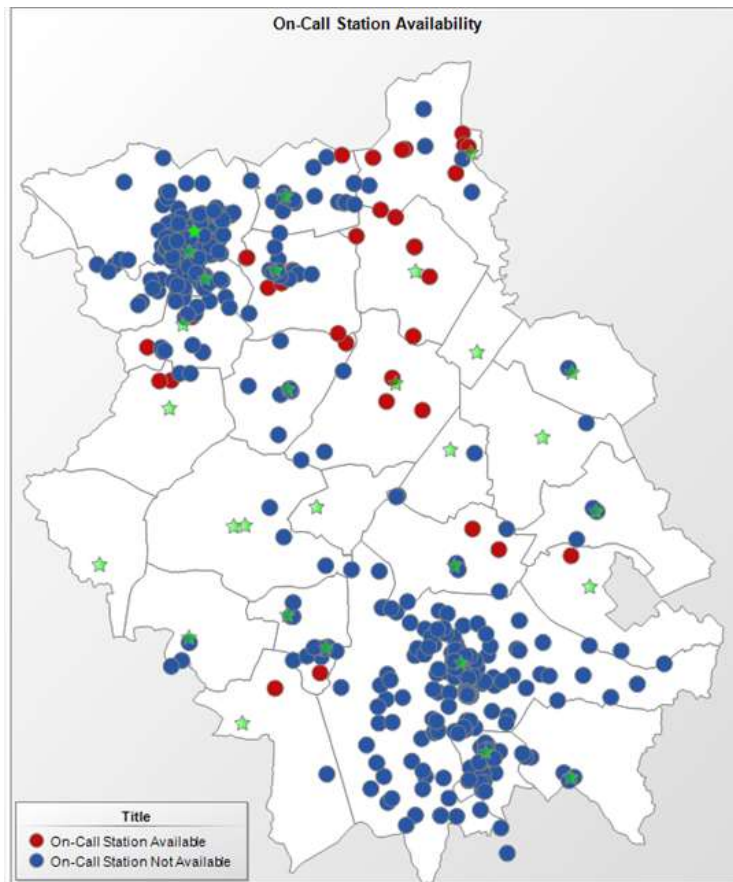
Number of incidents attended



5.6 The graph below gives a breakdown of incidents by type.



5.7 The map below highlights the spread of incidents across the county. This demonstrates that in the north of the county the roaming appliance is responding to demand in urban areas and complimenting current wholetime cover. In the south of the county there is a different picture with the roaming appliance impacting rural availability and responding to calls over a much wider geographic area.



## 5.8 Impact on Attendance Times

The roaming appliances have not had the impact on attendance times that was anticipated with both urban and rural attendance times up slightly during 2018. Analysis by our performance team has revealed this is due to a number of factors:

- Reduced On-Call availability.
- Increase in the number of calls to non-addressable locations.
- Increase in number of appliances from neighbouring services attending incidents in Cambridgeshire.
- Unable to crew strategic stations in 2018.

Some of the above relates to the extremely busy summer period. Also, due to building works to upgrade our strategic stations, roaming appliances were not always deployed to strategic stations which in turn will have affected response times. The building works have now been completed and for 2019 roaming appliances will only be deployed to strategic stations; we expect this to improve attendance times.

## 5.9 On-Call Strategic Reserve

Since the introduction of the roaming appliances they have been managed by the Resource Management Unit (RMU) who also take responsibility for the On-Call strategic reserve (a pool of people utilised on secondary contracts to assist in crewing strategic On-Call stations).

The addition of the roaming appliances has resulted in the On-Call strategic reserve being used more effectively, by placing the roaming appliances on strategic stations with the lowest crewing figures and redistributing On-Call strategic reserves to crew more stations.

The flexibility of being able to redistribute the roaming appliances throughout the day ensures that the On-Call strategic reserves can be used more effectively in turn minimising the financial impact on the Service and improving availability at our strategic stations.

## 6. Review of New Shift System

In January 2019 Officers met with the FBU to review the new duty system. The meeting was very positive with both parties agreeing that it was working well and providing benefits to both the communities we serve and our staff.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
None		

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer – Rick Hylton

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer – Rick Hylton

Telephone: 07900 267865

Email: [rick.hylton@cambsfire.gov.uk](mailto:rick.hylton@cambsfire.gov.uk)

**DATE:** 7 February 2019

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## **INTEGRATED RISK MANAGEMENT PLAN UPATE**

### **1. Purpose**

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

### **2. Recommendation**

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

### **3. Risk Assessment**

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

### **4. Equality Impact Assessment**

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

## **5. Background**

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community. This report focuses on the update of delivery against the IRMP Action plan. Appendix 1 to this report is attached for information and contains the latest performance update that was provided to the Overview and Scrutiny Committee in January 2019 which focuses on our achievement against our performance standards.
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring, we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 As part of the refresh activities for the creation of the 2019/20 IRMP action plan we have also taken into consideration the areas for improvement from the HMiCFRS Inspection Report.
- 5.4 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are a number of activities we committed to deliver in our IRMP; these are listed in paragraphs 6 to 9, accompanied with a short explanation of our progress to date.

## **6. Community Safety Excellence Delivery Update**

- 6.1 **Further collaboration with health and social care to develop Safe and Well visits, reaching more vulnerable members of our communities in response to the changing demography.**

We are now in the process of training more staff (On-Call and Community Champions), to increase our delivery options. This will, in turn, give us the ability to support greater numbers of vulnerable persons within our communities.

- 6.2 **Expanding the co-responding programme to other fire stations.**

The expansion plans are currently on hold due to ongoing national negotiations.

- 6.3 **Delivery of Firebreak – a new programme to support the safety and health of young people.**

Firebreak was successfully delivered throughout 2018; we are now in the process of finalising the programme for 2019 which aims to exceed our course numbers from the previous year.

- 6.4 **Work with partners and local authorities to support better regulation and ultimately safer places of work.**

During 2018 the number of fire safety audits again exceeded our targets. We have also invested in upskilling watch based staff and ensuring that our current fire protection team has the right skill set for the future as part of our overall succession plan. We still await the full recommendations of the Hackett Review into the Grenfell Fire but have staff working at both national and regional level to ensure early sight of any proposed changes in legislation.

**6.5 Continue to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.**

During 2018 the installation of portable suppression system programme expanded. We continue to work alongside housing providers to identify vulnerable people who could benefit from an installation and to secure joint funding.

**6.6 Forge closer and effective collaborations with Cambridgeshire and Peterborough Road Safety Partnerships (CPRSP), supporting delivery of targeted initiatives to reduce the number of road traffic collisions (RTCs).**

We are now a key stakeholder within the CPRSP and continue to work closely with the police and other partners delivering road safety initiatives. This year has seen the expansion of our Biker Down course which is run at our station in St Ives and the investment in virtual reality technology which has supported our delivery programme in schools.

**6.7 Build upon the successful integration of community safety teams in Peterborough, by considering the opportunity to further integrate the delivery of community safety with partners in Cambridgeshire.**

Although in the early stages, we are currently working with colleagues in Peterborough City Council and Cambridgeshire County Council, to explore a single delivery model that supports the whole county.

**6.8 New activities for the 2019/20 IRMP Action Plan.**

As a result of the detailed refresh activities, we have completed a number of activities under Community Fire Safety Excellence and embedded these into business as usual. We have also taken into consideration feedback from HMICFRS and added additional activities into the action plan for 2019/20. These include additional training in prevention, protection and resilience, looking at the introduction on effective evaluation of prevention activities, a complete review of the community fire safety delivery model in preparation for the 2020/24 IRMP, specific field fires prevention activities and work looking at national risk planning.

**7. Operational Excellence Delivery Update**

**7.1 Align our operational resources to our demand throughout the day and night.**

The roaming appliances went live on 1 January 2018, which gives us two additional pumps every day allowing us to move pumps to areas where availability is low. We have continued to develop On-Call strategic stand-bys which enables us to increase availability.

**7.2 Enhance our ability to respond to complex rescue situations through the upskilling of our staff and the procurement of additional equipment.**

Work started in January 2018 to deliver the recommendations of the Review of Rescue Capability Project. The following activities have now been completed and will improve our response to:

- wide area flooding - new water rescue equipment has been trailed and new rescue boats and engines have been identified. This is currently in the procurement process and upon delivery the training will commence. The training plan is in place and will be completed within 2019.
- rescues from height - new specialist equipment has been purchased for a line/rope rescue team at Huntingdon. Existing staff are being trained and upskilled to deploy operationally. This is nearing completion with approximately 75% of training completed and the remaining sessions to be delivered by March 2019.
- animal rescue – Huntingdon, Cambridge and Dogsthorpe staff are trained to the nationally recognised Level 2 in Animal Rescue.
- bariatric patients – new equipment has been purchased, trained upon and is operationally available.

**7.3 Deliver alternative On-Call provision that enables us to improve service delivery and staff retention.**

We have introduced On-Call standbys and modelled for trial the phased response. We also now have the smaller alternative vehicles which will give us greater flexibility in our response model.

**7.4 Introduce National Operational Guidance (NOG) to improve firefighter safety and enhance interoperability between fire services.**

Work continues with the NOG programme with active participation in consultations to new documents and aligning CFRS's procedures to agreed and published NOG's. A regional working group has been established to effectively share resources and divide the work up around the region. CFRS is taking a leading role in this resulting in us being very well positioned as a service and as a region.

**7.5 Provide a cost effective and flexible approach to meeting our aerial capability requirement.**

The Aerial Capability Review Project has been completed and scrutinised by a Member-led review, the outcomes of which were presented to the Overview and Scrutiny Committee in January 2018. The specification of the new vehicles has been developed to ensure we are able to meet all risks within Cambridgeshire and to compliment the make-up of the county and existing fleet. A project team has been formed and is about to commence the procurement process. Due to the complex nature of aerial appliances and the anticipated build time this project may run over a number of years (two/three).

**7.6 Introduce the replacement national emergency service communication system programme (ESMCP).**

There is little progress on the ESMCP as the Home Office are currently engaged in a major re-planning activity and refreshing the business case. The programme has announced major delays and we await the outcome of the re-planning exercise to inform us of the revised timetable; anticipated Spring 2019. In the meantime we are progressing with collaborative workshops to identify our digital strategy and look for collaboration opportunities in the implementation of technology and ESMCP. We will be looking to the business case, released in Spring, to help us define how and when we will be adopting ESMCP.



**7.7 Undertake assurance across all operational areas, ensuring we are delivering the highest standards incorporating risk information and health and safety.**

Operational assurance is well established and embedded across the Service; this area was reviewed as part of the HMICFRS inspection.

To highlight some areas and mechanisms in which CFRS now has assurance in place;

- operational incidents of note – receive debriefs at operational, tactical and strategic levels reviewing procedures, equipment, policies and operational skills,
- if Officers do not take charge at incidents – they now assure the commander in place and complete assurance reports,
- full exercise programme (20+ exercises a year involving a minimum of four fire engines),
- No-Notice exercise programme (20+ exercises a year using crews with no pre-notification, to test the first 20 mins of incidents),
- new training records database (TRaCS) – allowing greater ease of recording training and operational competence,
- core competence assessments – all core competencies are independently assessed via training centre,
- external learning – this is collated and shared across the Service to ensure we are learning and sharing all relevant lessons,
- health and safety information – this reviews all accidents and near miss data looking for operational trends and mitigating activities.

All of this information is reviewed at the Operational Assurance and Learning Group to look for trends, issues and then mitigation/improvement opportunities. All operational staff are kept updated via a monthly newsletter that is circulated.

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

This work has now been completed and implemented from 1 January 2019. A new fitness and wellbeing advisor will provide analytical reporting based on implementation of the policy on a quarterly basis and an annual summary of key points.

**8. People Delivery Update**

**8.1 Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations.**

We are part-way through delivery of the latest Aspire development programme for middle managers, once again delivering in collaboration with our fire colleagues in Bedfordshire and Hertfordshire. Evaluation of our fourth pre-leader Insights programme has been completed and the next cohort will start in Spring 2019: we are currently actively exploring collaboration on this programme with regional colleagues. We also ran a series of short “lunch and learn” style sessions throughout 2018; these were open to all managers.

Plans for the first half of 2019 include;

- delivery of a full day session titled “Developing Your Team”, to give managers the skills to hold quality conversations with their staff about performance and

development, as well as sharing more information about our performance and career management processes,

- an expanded lunch and learn programme,
- visits to stations to deliver appropriate, targeted content for example, mentoring (to support the development of new wholetime staff),
- piloting of a coaching development day, with plans to roll this out more widely based on evaluation and results of a coaching training needs analysis to be conducted by the end of quarter 4,
- roll-out of training in the management of discipline and grievance investigations, following a successful pilot in Autumn 2018.

## **8.2 Creating and implementing an action plan in response to the results of our employee engagement survey.**

Data from the 'pulse check' survey has now been fully analysed and it has been agreed to move from a 'tick box' style action plan towards work which will emphasise that employee engagement is fundamentally about our day-to-day work and interactions, with leaders at all levels needing to take personal and collective responsibility for employee engagement. As such, content on engagement is built into the previously mentioned "Developing Your Team" sessions, and a session on "Motivation" is part of the 2019 lunch and learn programme. A full-day workshop is also to be held with Heads of Group in Spring 2019, complemented by a series of sessions to be held as part of the manager seminars programme throughout 2019, focusing on the 4 pillars of employee engagement (trust, employee voice, management and leadership).

This area of the IRMP action plan also captures work on our RESPECT programme, which has been designed to ensure we can progress our culture, ensuring that all staff feel able to report any concerns relating to bullying and harassment and feel confident that these will be appropriately investigated and addressed by the Service. Work so far has focused on raising awareness of the programme and visits to all watches/stations are almost complete. The RESPECT Champions scheme has also been launched, with nine staff trained to act as informal points of contact for colleagues to seek more information, discuss any concerns they may have confidentially and be signposted appropriately to further help and support. In 2019 the programme will focus on a series of mini communications campaigns to highlight the key messages of the programme.

## **8.3 Continuous improvement of relationships and working practices with our representative bodies.**

This continues, with current discussions focused on the day-crewed negotiations. We are also working proactively and collaboratively with representative bodies to refresh key human resources policies and have invited all representative bodies to engage in discipline and grievance investigation training with service managers.

## **8.4 Strategic consideration of resourcing and strengthening our succession planning.**

Our workforce planning data continues to be regularly reviewed and our workforce planning processes were found by HMICFRS to be robust. We continue to embed understanding of career management across the Service, to enable all staff to better understand career development pathways and be guided as to how they can develop in preparation for future roles, or to be the best that they can be in their current role. This work will continue into 2019/20, with the associated Development Advisory Board processes being refreshed in February 2019.

**8.5 Reviewing our recruitment and promotion processes to ensure we are focused on assessing the skills needed for the future.**

Changes to our recruitment and promotion processes have been implemented to continue to remove all unnecessary barriers to enabling us to find the right staff at the right time to support our succession planning needs. Refresher training for assessors is being delivered in January 2019, including content on standardisation, unconscious bias and building rapport. Feedback on early sessions has been very positive. Initial work to scope out the viability of a shared regional fast-track development programme has been undertaken; this will continue into 2019/20.

**8.6 Carry out further work to ensure there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities.**

Delivery of the positive action strategy continues, with our Positive Action Officer (in post since January 2018) supported by the Positive Action and Community Engagement Group. The work is longer-term in nature but some progress can be seen already for example, an increase in BME individuals attending our Have a Go Days. Our ambition remains high in this area and we have recently increased the dedicated resource for a fixed period, funded from existing budgets (one Station Commander dedicated to positive action work and one Learning, Development and Positive Action Officer working in a split role). We have undertaken further research with our diverse communities (young BME and young LGBT focus groups) to help further understand real or perceived barriers to pursuing a fire service career and this will inform on-going work in this area into 2019/20.

A further disability confident work placement is in progress and we are also hoping to offer an internship to a disabled graduate this coming summer through the Leonard Cheshire Change 100 Programme.

**8.7 Introducing apprenticeship schemes into the Service to provide alternative career paths.**

Delivery of apprenticeships for non-operational staff continues; all are proving successful and it is now a requirement for all new vacancies to be considered for an apprenticeship.

The Level 3 Apprenticeship in Leadership and Management continues; the cohort is a mix of operational and non-operational staff. A new cohort is planned to start later in 2019 and we are exploring the possibility of this being delivered collaboratively with Bedfordshire Fire and Rescue Service. We will also begin piloting a Level 2 Leadership and Management apprenticeship in Spring 2019; this will be for those aspiring to begin their leadership career and a pilot Level 6 Chartered Management degree-level apprenticeship for middle leaders.

We will shortly begin the process of re-tendering the contract for our Phase 1 firefighter initial training and are building in a requirement to be able to deliver this via an apprenticeship standard.

## **8.8 Conducting an equal pay audit.**

The equal pay audit is currently being undertaken and the final report is expected in late February 2019. An action plan will be developed according to the results of the audit.

The latest Gender Pay Gap report has also been prepared for publication, showing a small decline in the size of our gender pay gap compared to last year.

## **8.9 Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.**

A paper was brought to the Policy and Resources Committee in January 2017 detailing the gap analysis work that had been undertaken with regard to the Service's position against the recommendations made in the Thomas Review. Actions to bridge identified gaps have been built in across the IRMP action plan since 2017.

## **9. Value for Money Delivery Update**

### **9.1 Property consolidation and collaboration with other blue light services, including a rationalisation of estates in Huntingdon in partnership with the police and ambulance services.**

Many sites are being looked into for sharing opportunities. Cambridgeshire Constabulary has carried out a viability study of their sites in Huntingdon for suitability for a fire station, with plans currently under review. St Ives is being assessed for development potential and Cambridgeshire Constabulary are assessing the development potential of St Neots; an outline design for an extension to the fire station is currently being drawn up; work is ongoing to create a joint estate strategy.

### **9.2 Exploring further opportunities for the sharing of support services with the police and local authorities.**

We have looked at several areas for sharing of support services with the police and local authorities. We have increased joint working in particular with property teams and finance.

### **9.3 Supporting national, sector wide spend analysis and in turn support the development of future procurement strategies.**

Cambridgeshire Fire and Rescue Service took part in the pilot to capture savings over the two year period 2016/17 and 2017/18. The future frequency of this data collection will be at least annually. In order to do this effectively CFRS has developed a savings register aligned with the national template to capture savings from established contracts and potential savings from new procurements.

CFRS submitted data for both "basket of goods" exercises however across the sector the results were inconsistent from the second exercises and were not reported back to services.

CFRS has submitted significant data over the last twelve months with regard to third party spend, future pipelines and project specific questionnaires, which include current spend and predicted spend for areas such as but not limited to fire specific training, apprenticeships, operational equipment and clothing to inform future procurement strategies and priorities.

**9.4 Potentially sharing Officer cover more widely across the region to deliver cost savings as well as increased resilience and sharing areas of specialism.**

This area has delivered in a number of areas such as sharing of Area Commanders and fire investigation officers with Bedfordshire Fire and Rescue Service. There is also an on-going piece of work regarding enhancing the resilience of the Chief Officer group for incidents with this partner.

We are also leading a regional approach to expand this collaboration further with positive agreement now in place to share operational officer specialist skill sets (fire investigation, hazardous materials and inter agency liaison officers). A full Memorandum of Understanding is being worked on to formalise this approach.

**9.5 Explore, through an established blue light Strategic Interoperability Board, opportunities to work together in the use of property, staff, training and equipment to improve the service provided to communities.**

The Strategic Interoperability Board continues to deliver a number of Memorandums of Understanding (MOU's) between services to enhance delivery to the community. Full documentation is available giving more detail and continues to grow in number as opportunities arise.

**9.6 Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by the automation and improvement of business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on value adding activities.**

Work to migrate the existing developments to a cloud environment has been the priority for 2018; this has been to deliver efficiencies in the hardware running costs. Work is then moving to focus on people related processes such as an improved personal development review and integrations to the career management processes as these processes will be the focus for the upcoming year to improve working practices and deliver efficiencies.

**9.7 Support the existing ICT Shared Service while exploring additional opportunities to collaborate with partners on ICT projects. This helps in maintaining secure technical platforms and reduces the risks from cyber-attacks.**

The ICT Shared Service has undergone a restructure to better meet the support requirements of both services. Some significant joint procurement activities have been completed, including the refresh of the data centre hardware and the upgrade of the virtualised desktop environment. The joint procurements have ensured cost effective procurements while maintaining a common infrastructure. We have recently procured some of our software licensing via the Police ICT Company to achieve economies of scale through bulk purchasing across the blue light sector. Our ISO 27001 certification has been maintained to ensure we are well placed with regards to cyber security risk reduction activities.

**10. IRMP 2020/24**

**10.1 We are in the final year of our current IRMP which covers 2017/20. Planning work has been conducted to outline our approach to building the 2020/24 IRMP. This will allow it to align with the next comprehensive spending review period.**

- 10.2 Work on the next IRMP will commence in February 2019 and as our approach and risk profiling activities for the current IRMP were positively highlighted by HMICFRS as providing us with a clear, well rounded understanding of our risk we intend to follow the same process, starting with a full and thorough risk profiling and review exercise taking into consideration community, national, local resilience, strategic and business delivery risks.
- 10.3 It is the intention to bring the draft 2020/24 IRMP to the Authority in November 2019 for approval before going out for three months public consultation. The final draft will then be brought back for Authority approval early 2020.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
IRMP 2017/20	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 <a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a>

**TO:** Overview and Scrutiny Committee

**FROM:** Assistant Chief Fire Officer (ACFO) – Rick Hylton

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer (ACFO) – Rick Hylton

Telephone: 07900 267865

Email: [rick.hylton@cambsfire.gov.uk](mailto:rick.hylton@cambsfire.gov.uk)

**DATE:** 10 January 2019

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## **INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS**

### **1. Purpose**

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

### **2. Recommendation**

- 2.1 The Committee is asked to note the contents of the performance report in Appendix 1 and make comment as they deem appropriate.

### **3. Risk Assessment**

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

### **4. Equality Impact Assessment**

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

### **5. Background**

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and

Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.

- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.

## BIBLIOGRAPHY

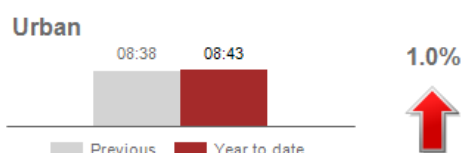
Source Document	Location	Contact Officer
IRMP 2017 - 2020	Hinchingbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 <a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a>



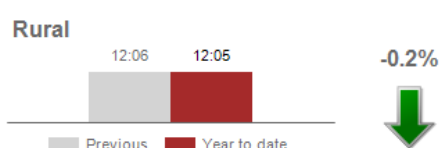
## Appendix 1

### Overview and Scrutiny Committee – IRMP Performance Review 2018/19 Quarter 3

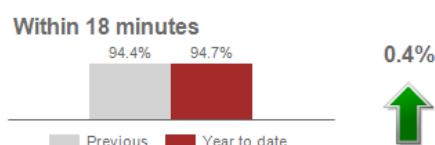
**We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.**



The average attendance time for 1<sup>st</sup> pump in urban areas is 00:08:43. This is within target but up 5 seconds compared to the same period last year. We have seen an improvement against the last quarter that reported the average attendance times as 00:08:49.

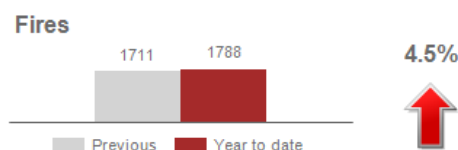


Within rural areas 1<sup>st</sup> pump has a slight improvement for attendance time compared to the same period of the previous year, down by 1 second. Although, this is over our 12 minute measure.

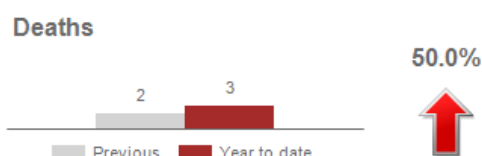


We can see that 94.7% of incidents were attended within 18 minutes. This is an improvement of 0.4% compared to the same period last year. This is just outside our 95% performance measure.

**We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities.**

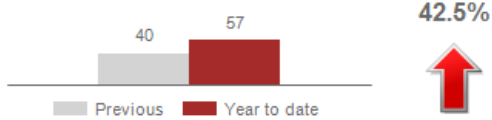


We have seen 1,788 fires over the last three quarters compared to 1,711 over the same period last year. We saw an increase in secondary fires, largely fires in the open during the summer period. Which created a 7% increase at the second quarter but we can see here that the numbers of fires has reduced and we have closed the gap on the measure for the same period the previous year to 4.5%



We have had three fire fatalities recorded so far this year. We have had one fire fatality recorded in the first quarter data (the incident happened in January but we were only notified in May). The second fatality occurred in October and the third was in November; we are awaiting the coroner's report to verify if this was fire related.

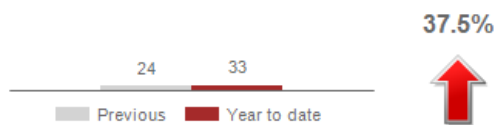
### Injuries



There has been a 42.5% increase in fire casualties in the year to date compared to the same period last year. There have been 57 fire casualties in the year to date compared to 40 fire casualties in the same period last year.

**We will continue to work with our partners to reduce the number of people killed or seriously injured on our roads.**

The latest available data from Cambridgeshire County Council Road Safety Team is April 2018.



The number of people killed or seriously injured in road traffic collisions has increased by 9 compared to the same period 12 months previously. However it must be noted that the data available to us is only that up to April 2018.

**We will continue to diversify our community response by increasing the number of co-responding stations and associated calls for help.**

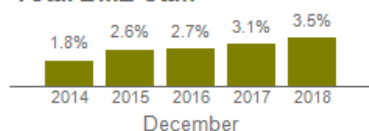


There has been a decrease in the number of co-responding incidents attended this period compared to the same period last year. The reason for this is that we are not being mobilised to attend; this could be caused by the differing approaches taken by other services meaning that our availability is overlooked as it is a non-standard mobilisation for the East of England Control.

**We will continue to work towards our vision of a workforce that is properly representative of our communities by focussing on increasing the proportions of currently under-representative groups in all areas and at all levels of our workforce, ensuring always that individuals have the right skills for the role.**

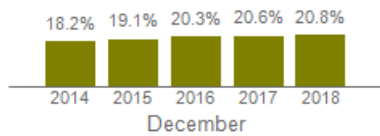
### Current Workforce

#### Total BME Staff



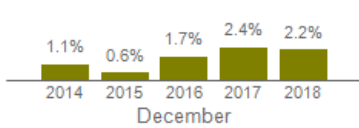
There has been a gradual increase since 2014 in the diversity of our workforce. There has been an increase from 1.8% BME staff in 2014 to 3.5% in 2018. There has been no change to this figure since last quarters report.

### Total Female Staff



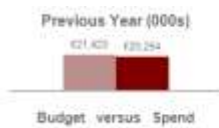
There has been a slight decrease in our female workforce from 21.1% to 20.8%. The percentage of females is each of our four areas is as follows: 7.5% of our wholetime workforce, 7.2% of our On-Call workforce, 80% of our control workforce and 45.2% of professional support workforce are female.

### Total Female Ops Managers



There has been little movement on the number of female operational managers in the last 12 months, a 0.2% decrease from 2017. However there is an improvement from 2015 when 0.6% of operational managers were female.

### Value for Money



£ 1,168,870



£ 305,382

There is a £905,382 difference between the budget and spend to date. Compared to the same period last year this is a decrease in underspend.



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

**Date:** 20<sup>th</sup> December 2018  
**Time:** 10.30 am – 11.40 am  
**Place:** Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon.  
**Present:** Councillors: S Bywater, M Jamil, L Nethsingha, D Over, T Rogers and M Smith

**81. APOLOGIES FOR ABSENCE**

Apologies for absence received from Councillors D Giles, K Reynolds (Chairman) and M Shellens.

**82. DECLARATIONS OF INTEREST**

No declarations of interest were received.

**83. MINUTES OF THE MEETING HELD ON 4<sup>th</sup> OCTOBER 2018**

The minutes of the meeting held on 4th October 2018 were confirmed as a correct record and were signed by the Chairman.

**84. POLICY AND RESOURCES COMMITTEE MINUTES ACTION LOG**

The action log was noted.

**85. MINUTES OF 11<sup>th</sup> OCTOBER OVERVIEW AND SCRUTINY COMMITTEE**

The minutes for the Overview and Scrutiny Committee meeting held 11<sup>th</sup> October were noted.

**86. DRAFT FIRE AUTHORITY BUDGET 2019/20**

Members received a report on the draft budget and precept for 2019/20. Members were advised that this had been circulated as a late item, as the government's draft Settlement had not been announced until 13th December. The settlement was slightly lower than anticipated, but only by around £50-60K. The budget was based on an increase in Council Tax of just below 3%.

Officers highlighted the following key points in budget:

- There were a small number of new posts within the budget, including a new post supporting the maintenance of the community risk database and a new ICT Shared Service structure, including a database analyst and a dedicated ICT project manager. These posts would be jointly funded between Cambridgeshire and Bedfordshire Fire and Rescue Services;
- There was uncertainty around the pension scheme resulting from changes to the SCAPE (superannuation contributions adjusted for past experience) rate, as the government anticipated a funding gap for pensions in future years, which would need to be funded by either the employer or employees, but because this related specifically to the old scheme and current pensioners, the onus was on the employer. The government would fund 90% of the employer costs in the first year (2019/20) so the residual funding gap was around £300,000-£400,000. Those figures would need to be funded from reserves. It was unclear how the entire shortfall would be funded in future years, although the government would review this as part of the next CSR process. Officers were aware, from a similar experience with the Constabulary, that the actual rate was lower than originally anticipated, so this figure was very much a worst case scenario. Government had indicated that Fire Services should use their reserves to fund this;
- Savings and efficiencies had been identified where possible, but the scope to reduce budgets in this way was now limited. The Council tax uplift was basically funding the pay award only.

#### Arising from the report:

- A Member asked if Reserves were in a healthy position. Officers confirmed that there was a specific Pension reserve of £900K. It may be necessary to revisit the Reserve Strategy;
- In response to a question on the Community Risk Database, it was noted that this identified all risks the Service was aware of within communities. The issue was that it had not been maintained as well as it could have been;
- A Member asked what the long-term situation was with Reserves, i.e. what was the bottom limit, given they may be called upon more frequently going forward? Officers advised that the General Reserve should stand at between 4-6% of net revenue budget. It was above that threshold at the moment, but would be reducing to nearer 4% over the coming years, at which point it would be necessary to top up that General Reserve. This

would be covered in one of the report to the Committee in January, when there was more certainty on the pension funding gap;

- It was noted that the Property Reserve was quite substantial (£8.5M), and it was likely that less than £8.5M would be required. So in terms of *total* Reserves, the Fire Service was in a very healthy position;
- In response to a Member question, it was confirmed that the smaller vehicles were frequently replaced after more than four years, depending on mileage and the Fleet Manager's assessment of their viability. It was also noted that tests were taking place to see if Peugeots were more cost effective than the predominantly Volkswagen fleet. With regard to dual fuel vehicles, costs were currently prohibitive, but it was likely that ultimately some of the fleet would be hybrid;
- It was noted that rents had increased significantly, mainly due to the revaluation of Dogsthorpe Fire Station, but this revaluation was being challenged;
- Communications and Mutual Protection (Insurance) had reduced mainly due to CCTV cameras being installed on appliances;
- There was significant inflation (13%) on petrol, oil and tyres;
- One aerial appliance replacement was planned for 2019/20, but it was likely that an appliance ordered in the current year would not be delivered until 2019/20, as it was taking longer than anticipated to get the specification right. It was therefore likely that the Committee would be asked to agree to an adjustment to carry this purchase forward to the 2019/20 financial year;
- It was noted that page 8 of the report gave the numbers of vehicles, whilst page 9 gave the costs, and that the table on page 9 should be headed "life replacement of the vehicle".

It was resolved unanimously to:

endorse the draft budget and approve that the Service consults on the proposed precept increase.

## **87. EQUALITY AND INCLUSION COMPLIANCE REPORT 2017/18 (INCORPORATING GENDER PAY GAP)**

The Committee considered a report about equality progress in the year 217/18, including the gender pay gap as at March 2018. Production of the report met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

Members noted:

- priorities within the organisation included securing, keeping and maintaining a more diverse workforce, and also improving the culture within the organisation, especially with respect to bullying and harassment;
- In terms of securing a more diverse workforce, data over the last five years indicated a slow but steady increase in women staff, including 6.5% of operational staff, which compared well with other Fire & Rescue Services nationally;
- securing a more diverse workforce in terms of ethnicity was proving more of a challenge, but Members noted many positive actions being taken;
- all women who had taken Maternity Leave had returned, and there was improved guidance on flexible working, especially for operational staff, ensuring women were supported at various stages of their working lives. It was confirmed that male staff were well supported;
- a lot of work had been undertaken to identify pockets of unacceptable behaviour with respect to bullying, harassment and inappropriate behaviour. The background and operation of the RESPECT programme that had been implemented were outlined;
- in terms of communities accessing services, it was noted that there had been little change. Engagement with BME communities was absolutely key, as was improving monitoring in this area;
- the Gender Pay Gap i.e. the difference between the average man's and the average woman's salary had reduced slightly. However, this was a global figure which did not reveal much behind the crucial detail;

The Committee congratulated those involved in producing an excellent report.

Responding to the report:

- a Member commented the analysis over five years was really helpful, as it helped to show trends;



- whilst Members were pleased to note the increase in staff identifying as LGB (Lesbian, Gay and Bisexual), officers advised that this masked an underlying issue, in that the majority of staff in that category identified themselves as Lesbian or Bisexual, there were still few staff identifying themselves as Gay;
- Members discussed the extent to which flexible working was offered to parents;
- Members noted the ways in which bullying, harassment and inappropriate behaviour manifested – not just by a manager to a junior member of staff, but also between junior staff to more senior staff, and between peers. This issue was being tackled in all areas, not just operational roles. It was hoped that the RESPECT champions would offer staff a route to discuss their concerns. The Chief Fire Officer stressed that whilst the Fire Service was making good progress in this area, it was not complacent, and he would not tolerate these behaviours within the organisation. The ultimate focus was for all staff to feel engaged and comfortable about reporting such behaviours.

It was resolved unanimously to:

agree the Equality and Inclusion Compliance Report April 2017 – September 2018 and recommend its contents to the Fire Authority.

## **88. CAMBRIDGESHIRE FIRE AND RESCUE SERVICE MATERNITY PAY POLICY**

The Committee considered a report on work undertaken to review the Service's maternity pay provisions, which included proposed revisions to the contractual maternity pay. This work was in line with the strategic objective built in to the IRMP about maintaining a diverse workforce.

Although 100% of staff on Maternity Leave in the previous year had returned, longer term the picture was less positive: over the last seven years, 25% of staff who had taken Maternity Leave had not been retained longer term. This related not just to pay, but also how staff who took Maternity Leave were treated within the organisation.

Maternity Pay within CFRS was low compared to averages across the sector. Benchmarking indicated that the market leaders provided 45 weeks full pay, whilst the average was around 18-26 weeks. The Police currently offered six weeks, the same as CFRS, but this was currently being reviewed.

Significant work had been undertaken modelling the cost of increasing contractual maternity pay provision, based on a number of different assumptions, to identify what was affordable to CFRS as an organisation.

Consideration was given not only to ensuring that any policy was affordable now, but also going forward. The proposal was to increase contractual maternity pay from 6 to 18 weeks' full pay. Whilst this sounded quite dramatic, it very much moved the Service from being at the lower end to average provision. Alongside the proposal to increase to 18 weeks' fully pay, it was also proposed to increase the qualifying time from one year's continuous service before the baby was born, to two years. This would help balance the impact of the increased maternity pay. The plan was to introduce the revised scheme in April 2019.

Officers confirmed that additional resources to pay for the increased maternity pay had not been built in to the budget. The plan was to use reserves in the first year, to enable officers to assess how it would cost over the first year. The estimate at this stage was about £46,000.

Arising from the report:

- A Member welcomed the proposal but commented that he would like to see it built in to the budget, even if it had to be resourced from reserves. Officers agreed to take this forward and include in the revised budget that would be presented to the January Committee meeting. **Action required – M Warren;**
- It was noted that the average age of female recruits was in their 20s;
- It was acknowledged that costs would increase depending on the seniority of staff, but it was vital to attract more senior female staff, as women were underrepresented in senior roles.

It was resolved unanimously to:

- approve the proposed changes to the contractual maternity pay in order to enable formal consultation to commence. Namely, to increase from six to 18 weeks full pay with effect from April 2019, with an associated change in the length of continuous service required to qualify for contractual maternity pay, from one year to two years by the eleventh week before the baby is due.
- note the additional and concurrent work to review and update broader maternity provisions and support.

## **89. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT**

The Committee received a strategic risk report as at November 2018, that highlighted risks considered above the risk appetite of the Authority. Officers confirmed that R094 in relation to Cyber Attacks remained high but that significant work had been undertaken over the last 12 months to increase security including an annual penetration test to determine the vulnerabilities in

the system. Patching was carried out on a regular basis. Additional cyber security tools such as email filtering, logging and vulnerability scanning had been implemented. A series of presentations had also been given to staff to raise user awareness of threats.

Officers highlighted the continued delay in the ESMCP Project and that the risk sat largely outside the control of the authority. Engagement and monitoring of the project was ongoing and it had been agreed that the risk had been realised and should be regarded as an issue.

Arising from the report:

- Members welcomed the significant work undertaken in relation to cyber security and noted the ongoing issues in relation to ESMCP.

It was resolved unanimously to:

Review and note the strategic risk report and the risk distribution.

## **90. ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE**

The Committee considered a report on the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service (CFRS) and the ICT Shared Service Delivery Manager.

A substantial review of the existing structure had taken place in the reporting period. The review examined the structure, capacity required, skills and facilities to ensure they adequately met the needs of both services. The new structure had been implemented during the summer of 2018.

Arising from the report:

- A Member commented favourably on the Mobile Data Terminal (MDT) technology which had been successfully implemented. These provided real time information and were particularly useful in rural areas.
- A Member queried the skill set of the posts in the new structure. Officers confirmed that individuals in the new posts had the correct skills sets required for the roles and that there would no longer be a reliance on agency workers.
- It was acknowledged that the performance in relation to the annual customer survey results had decreased but that this had been due to the uncertainty in relation to the new structure. Officers confirmed that

they had already seen an increase in confidence of the Service since the new structure had been implemented.

It was resolved unanimously to:

- Consider the outcomes of this fourth annual review of the operation of the ICT Shared Service Agreement.
- Note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus.
- Note the need to review the structure and capacity of the function.

## **91. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME**

No additions were made to the work programme. The work programme was noted.

## **92. DATE OF NEXT MEETING**

Members noted that the next meeting was scheduled for 31 January 2019. The meeting closed at 11.40 am.

**Chairman**

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

**Date:** Thursday 10th January 2019

**Time:** 14:00 – 14:50

**Place:** Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

**Present:** Councillors Gardener (Vice-Chairman), Gowing, Harford, Kindersley and McGuire (Chairman)

**Officers:** Rick Hylton - Assistant Chief Fire Officer, Deb Thompson – Scrutiny and Assurance Manager, Jon Anderson – Area Commander, Shahin Ismail – Monitoring Officer, Dawn Cave - Democratic Services Officer; Daniel Harris – RSM Risk Assurance

### **54. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were presented from Councillor Bond and Matthew Warren.

There were no declarations of interest.

### **55. MINUTES – 11<sup>th</sup> OCTOBER 2018**

The minutes of the meeting held on the 11<sup>th</sup> October 2018 were approved as a correct record and signed by the Chairman.

### **56. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS**

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets. It was noted that the February Fire Authority meeting would be considering this information along with proposed actions.

Members noted the following areas of interest in performance:

- the turnout time of first pump in urban areas had increased slightly compared to the previous year, but was still within target;
- first pump turnout times in rural areas had reduced slightly, but was still slightly over the 12 minute target;
- on call retention and recruitment was still a challenge, but it was envisaged that actions being implemented should result in further improvements;

- the number of secondary fires had increased slightly in 2018, due to the prolonged spell of hot summer weather, leading to grass and scrubland fires. It was confirmed that detailed figures, recording the split between deliberate and accidental, were maintained. Most of the secondary fires in the county during the hot weather had been accidental, e.g. combine harvester fires. Officers advised that where performance figures had worsened, they would be looking to provide more detailed information to the Committee in future;
- three fire fatalities had been recorded in the year to date. It was likely that the most recent of these regrettable fatalities would not be recorded as a fire death by the Coroner;
- there had been a 42.5% increase in fire casualties for the year to date, compared to the same period last year. This increase was mainly attributable to minor injuries related to bonfires going out of control in November;
- disappointingly, the number of co-responding call outs continued to fall;
- progress was being made in terms of creating a more diverse workforce, but performance still fell short of targets. There had been an increase in female operational recruits, but the total number of female operational managers remained low;
- there were currently 144 female staff in the organisation, 32 in operational roles (6.7% of operational staff, the average for fire and rescue services being 5.2% nationally) and this percentage was gradually increasing.

Arising from the report, Members discussed the following points:

- observing that the Service had had an excellent inspection report in December, a Member queried why this was not referred to and linked in with the IRMP. The Member also suggested that the Services excellent communications team could have publicised the result of the inspection more. Officers advised that the intention was to link in the results of the HMICFS Inspection in the report that was being presented to the full Fire Authority. The communications team had put out a number of press releases about the inspection, but it appeared that the media had largely focused on more negative aspects of the inspection reports nationally;
- a Member observed that a lot of effort was going into including articles in parish magazines about recruitment, and asked if there was a substantial time-lag. Officers advised that the Service was constantly recruiting On-Call staff. There was certainly a time lag in terms of engaging minority groups, i.e. from initial interest turning into applications;
- a Member asked about the reduction in co-responding. Officers advised that this related to firefighters at certain stations providing emergency

medical response services, e.g. for cardiac arrest situations, in partnership with the East of England Ambulance Service. It was being trialled at three stations in the county as part of a national trial, and the focus was very much related to pay and broadening the role of firefighters. The FBU had withdrawn from that trial, and all other fire services in the region had stopped co-responding activities, but Cambridgeshire was continuing the arrangements at two stations. The complexities around whether to continue or enhance the co-responding were noted. A major benefit of co-responding was that it was good for retention;

- a Member asked what was being done to encourage female staff to apply for management roles, and what the perceived obstacles were for female staff. Officers explained that the majority of female operational staff were relatively new, and there was a cultural perception that an applicant had to be doing the job for a certain length of time before looking to manage, and this seemed to be exacerbated for female applicants. There was also the issue that promotion to management roles often meant the successful applicant moving stations, and given that many female firefighters were also primary carers, this often proved to be a deterrent. Measures were being put in place to try to reduce or remove these barriers.

It was resolved unanimously to:

note the contents of the performance report.

## **57. REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE EMPLOYEE ENGAGEMENT ACTIVITIES**

A report was considered setting out the findings and recommendations of the review of Cambridgeshire Fire and Rescue Service Employee Engagement Activities. The review had been undertaken by Councillors Raynes and Gowing.

Councillor Gowing outlined the findings of the Member Led Review (MLR). The MLR had looked at the results of two independent surveys that had been commissioned in 2015 and 2017 and the action plan that had been implemented to effect change in the low scoring areas.

Members were reminded that the positive results of the recent HMICFRS inspection supported the view that CFRS had good values and culture, and was a self-aware organisation committed to reflection and continual improvement.

A Member commented that the report was a pleasure to read, and gave clear indications of how hard everyone worked in the Service. She was delighted to note that a Learning & Development Officer had been appointed, not least because this sent out a positive message to staff, and asked where that role sat within the staff hierarchy, e.g. whether they were included in making

operational policies and decisions. Officers agreed to set up a meeting between the Learning & Development Officer and the Member so that these issues could be fully explored. **Action required.** Meeting scheduled for 7 February 2019.

A Member asked for more information about the organisation that had undertaken the surveys, and whether Officers considered them Value For Money. Officers confirmed that they did. They explained that the reason for the delay in bringing the results back to Members was trying to schedule an appropriate time to do so.

A Member queried whether the higher than expected reported incidence for bullying and harassment was due to staff being more willing to speak out, or an increased incidence. Officers explained that the first survey was in 2015 in the middle of an industrial dispute, which possibly skewed results. The survey indicated that there were 20% of staff who had witnessed bullying and harassment, but they were comfortable the Service would deal with it. IODA, an independent organisation, had been appointed to come in and help Officers understand these issues further, which had resulted in the RESPECT programme. IODA had concluded that whilst the Service was very good at dealing with bullying and harassment, there were a few pockets which were not being dealt with at a lower level. He stressed that addressing bullying and harassment was everyone's responsibility, and it should never be dismissed as just 'banter'. Whilst it was acknowledged that the RESPECT programme had taken longer than expected to put in place there were now nine RESPECT Champions who would act as role models and could be approached to help address such negative behaviours.

A Member asked if Officers were happy that the recommendations of the report were sufficient to drive through the required change, acknowledging the support and successes of senior management in facilitating this change. Officers confirmed that they were satisfied. The Member concluded that he was happy with the proposed approach to continual review and improvement moving forward.

There was a discussion on how engagement levels may vary between whole time and On-Call staff, and the disruptions suffered by staff over this period, including shift systems and changes to pensions. Given these factors, Members applauded that 88% of staff were proud to work for the Service.

It was resolved to:

- a) consider findings and recommendations of the review group;
- b) present the report and recommendations to Fire Authority for information.



## 59. INTERNAL AUDIT STRATEGY PLAN UPDATE

The Committee considered a report by RSM Risk Assurance Services on progress with Internal Audit.

Members noted progress against the 2018/19 Internal Audit programme. Two of the main reviews – Key Financial Controls and HR (Training and Development) - had been published, and there were “substantial assurance” opinions against both of those reviews. A number of reports were still to be completed, but would be finalised in time for the next Committee meeting, with the agreed management action plans in place.

In response to a Member query, it was noted that the original intention was for there to be a joint Cyber Security review with Bedfordshire. A third party had been identified to provide that assurance, so it was felt that if a review was undertaken internally, it would essentially be duplicating that piece of work, which was why a potential replacement assignment was sought. It was confirmed that RSM Risk Assurance had numerous appropriately trained IT auditors who could complete cyber security reviews.

It was agreed that as this was a burgeoning area of risk, and an email update would be sent to the Committee from John Fagg. **Action required.**

Options for the replacement audit were discussed, including the impact of Brexit. Officers reassured Members that they had been reviewing both potential strategic and operational impacts of Brexit with partners for some time. It was agreed that as the Committee was not meeting until after March, Officers would be asked to brief the full Fire Authority before March. **Action required.**

It was resolved to:

Note the report.

## 60. OVERVIEW & SCRUTINY WORK PROGRAMME

It was noted that the two outstanding Member Led Reviews would be considered at the next meeting.

It was resolved to:

a) note the work programme

**CHAIRMAN**

