

# CAMBRIDGESHIRE COUNTY COUNCIL

## NOTICE OF MEETING

A meeting of the County Council will be held at Shire Hall, Castle Hill, Cambridge on Tuesday, 28th March 2017 at 1.30p.m.

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### A G E N D A

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Prayers led by Mr Abdub-Kayum Arain, Muslim Associate Chaplain, Anglia Ruskin University, and Chair of the Cambridge Muslim Trust.

Apologies for Absence

1. Minutes – 14th February 2017 (previously circulated)
2. Chairman's Announcements (oral)
3. Declarations of Interests (oral)  
*[Guidance for Councillors on declaring interests is available at <http://tinyurl.com/ccc-decoint>]*
4. Public Question Time (oral)  
*To receive and respond to questions from members of the public in accordance with Council Procedure Rule 9.3.*
5. Petitions (oral)  
*To receive petitions from the public in accordance with Council Procedure Rule 9.4.*
6. Pay Policy Statement 2017/18 (pages 8-16)
7. LGPS Investment Pooling Inter-Authority Agreement (pages 17-33)
8. Motions submitted under Council Procedure Rule 10 (oral)

**(a) Motion from Councillor Jocelynn Scutt**

Many Cambridgeshire residents in paid employment or seeking paid work and who are parents of children under five wish to place their children in nursery care. Central government funding cuts render this more and more problematic. The latest policy announced by the Conservative government is increasing the problem.

Although promoted as positive for parents of young children, the proposed extension of free early years care and education to 30 hours per week is flawed. The so-called free provision solely applies to three to four-year-olds whose parents are in paid employment of 16 to 30 hours per week. This plan has major defects.

First, the serious government investment essential to support this programme is lacking.

Secondly, nurseries already experiencing difficulty in providing places for children entitled to nursery education and care will be pressured into denying those most in need because children of unemployed parents will be denied by a plan that favours those in paid work.

Thirdly, children of parents on zero hours contracts, will not qualify because zero hours contracts do not guarantee set hours per week, and particularly not the required 16 to 30 hours.

Fourthly, this policy will result in one in 10 nurseries closing (National Union of Teachers' estimate) because already they face funding changes generating cuts to services and job losses.

Fifthly, remaining nurseries will be forced into compromises – cutting staff, cutting staff wages, and denying professional development to remaining staff, meaning they will be unable to provide services to children at the levels parents wish and the community demands.

This Council therefore requests the Chief Executive to write to the Minister responsible for Nursery Schools funding policy to demand that the Minister:

1. ensures that the proposed policy is amended so that the extension of free provision of childcare is made available to children of parents in paid work and those who are seeking paid work.
2. ensures that proper and adequate funding is made available to implement this policy through its effective application by nursery schools.
3. ensures that proper and adequate funding is provided for nursery schools so that existing nurseries are able to serve the needs of children through the work of trained staff, with all staff being able to participate in professional development.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

## **(b) Motion from Councillor Joan Whitehead**

The National Audit Office (NAO) has been critical of the Government's capital spending plans, particularly in relation to its free schools programme. The Government is committed to creating 500 free schools by 2020. The NAO estimates that will mean the DfE facing an estimated capital building bill of £2.5 billion by 2022. While some of these schools will be needed to meet growth in the school age population in certain areas, others will not necessarily be fully aligned with local need. There are plans, according to the NAO, to open free schools in areas where there was no need for another school thus creating a surplus of school places. This will have serious consequences for all schools in the area, including the new free school, as funding for schools is determined primarily by pupil numbers. If schools face falling rolls, or fails to fill its places, due to a surplus of school places locally they will lose funding.

The NAO has also warned the Government that the physical state of existing schools was getting worse. Many schools are housed in buildings that need replacement or extensive maintenance. The Chair of the NAO (Meg Hillier) has said 'The DfE needs to spend at least £6.7 billion just to bring all school buildings up to a satisfactory standard'. She goes on to say that the money Government is choosing to spend on its free schools programme, some of which are not needed, could be used to 'fund much needed improvement in thousands of existing schools buildings.'

The proposal before Council is that it requests the Chief Executive, the Executive Director for Children, Families and Adults, the Director for Learning and the Chair of the Children and Young People's Committee to write jointly to the DfE and The Education Select Committee to:-

1. Strongly urge the DfE NOT to approve the opening of new free schools in areas where the subsequent increase in school places is not aligned with local need – thus creating surplus school places which will potentially damage the funding and viability of all schools in the area.
2. That in order to ensure that any new free school is aligned with local needs the opening of any new schools must be done in conjunction with the Local Authority to determine both the location and the sponsors of the new school.
3. That the £216 million set aside in the Budget is totally inadequate for the upkeep and maintenance of existing schools and the DfE put in place a more realistic capital investment programme to ensure that existing schools are fit for purpose.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

### **(c) Motion from Councillor Peter Downes**

#### Council notes

- a. that the revenue support funding of local government from central government has been significantly reduced over the last four years and will cease in the near future
- b. that this has profound implications for service delivery to residents
- c. that new patterns of expenditure on local services and activities are being introduced by the creation of the Combined Authority
- d. that joint working across traditional boundaries has been developed recently and is increasing
- e. but that all these changes have been super-imposed on the traditional democratic structure of parish/town councils, district councils and county councils

Council believes that it is therefore timely to ask officers to prepare information on options for the new Council to consider without any pre-commitment to a particular outcome.

Therefore:

This Council resolves to ask the Chief Executive to explore alternative models of unitary governance across Cambridgeshire and Peterborough with a view to identifying savings and to improving efficiency, service delivery and outcomes for the residents of Cambridgeshire and Peterborough.

In doing so, this Council resolves to consult with District Councils, Peterborough City Council and the Combined Authority to develop options which would include consideration of Parish arrangements and options for non-parished areas.

The Chief Executive will report back to Full Council within six months, providing a breakdown of the savings, efficiencies and implementation costs of each option for discussion.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

**(d) Motion from Councillor David Jenkins**

Council notes:

- a) that our high streets with their shops, banks, libraries, pubs and cafes and other services are crucial to the economy of Cambridgeshire and play a vital role in the character and identity of our local communities and their resilience;
- b) that both the devolution deal for Cambridgeshire & Peterborough and this Council's strategic priorities have a focus on economic growth and on developing the economy for the benefit of all;
- c) that Cambridgeshire's smaller towns and villages are an important part of this economic growth;
- d) that many of our local retail businesses are experiencing very real hardships in the current economic climate, and as a result of increases in rents and business rates taxes;
- e) that many factors affect business rates taxes and that most of these are outside the control of this Council; and
- f) that rents are set by landlords, are agreed by negotiation with tenants and reflect a balance between short and longer term aspirations, and are not subject to regulation.

This Council therefore resolves to:

- i) call on the Government to carefully consider the impact of business rate taxes and revaluation on shops, banks, libraries, pubs and cafes and other high street services in our smaller towns and villages;
- ii) work with our District Council partners to use powers of discretionary business rates tax relief to support the sustainability of our high streets;
- iii) include a focus on sustainable high streets as a part of our work on devolution and public sector reform;
- iv) work with our Local Enterprise Partnership and other partners to influence private, public and 3rd sector landlords so that they might better support retail businesses in smaller towns and villages;
- v) instruct Council committees to explicitly address the sustainability of high streets in their decision-making processes; and
- vi) ask the Chief Executive to work with councillors to develop an

action plan and to bring this to the new Council in May.

*[The Monitoring Officer advises that the motion relates to a matter for the Council to determine and that the motion is therefore in order as drafted]*

9. Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee – Oral Questions (pages 34-37)

10. Questions:

- (a) **Questions on Fire Authority Issues** (pages 38-42)

Report of the Cambridgeshire and Peterborough Fire Authority.

- (b) **Oral Questions** (Council Procedure Rule 9.1) (oral)

Members will be invited to ask questions of:

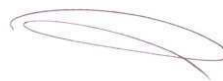
- the Leader of Council
- Group Leaders
- the Chairman/woman & Vice-Chairman/woman of any Committee
- Spokesmen/women
- Council representatives on Outside Bodies, Partnership Liaison and Advisory Groups and Internal Advisory Groups and Panels

Note: questions should relate to business discussed at a committee meeting, any matter relevant to the business of the Council and/or matter which affects the County of Cambridgeshire. The maximum time allowed for questions and answers will be 60 minutes.

- (c) **Written Questions** (Council Procedure Rule 9.2) (oral)

To note responses to written questions from Councillors submitted under Council Procedure Rule 9.2.

Dated 20th March 2017



Quentin Baker  
Director of LGSS Law  
and Governance  
& Monitoring Officer

*The County Council is committed to open government and members of the public are welcome to attend this 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 agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request:*  
<http://tinyurl.com/ccc-film-record>

*The Council cannot provide car parking on the Shire Hall site so you will need to use nearby public car parks. Details of other transport options are available on the Council's website at: <http://tinyurl.com/ccc-carpark>*

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact Michelle Rowe at the County Council's Democratic Services on Cambridge (01223) 699180 or by email at: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)*

**PAY POLICY STATEMENT 2017/18**

*To:* **Full Council**

*Date:* **28th March 2017**

*From:* **Councillor J Schumann,  
Chairman of Staffing & Appeals Committee**

*Purpose:* **The purpose of this report is to review the data currently published on senior employee remuneration to ensure compliance with both the Local Government Transparency Code 2015 and Chapter 8 of the Localism Act 2011.**

*Recommendations:* **Council is asked to agree of the Pay Policy Statement 2017/18 (Appendix 1) including the pay multiple.**

<b><i>Officer contact:</i></b>		<b><i>Member contact</i></b>	
Name:	Martin Cox	Name:	Councillor Joshua Schumann
Post:	HR Director (LGSS)	Portfolio:	Chairman of the Staffing and Appeals Committee
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Tel:	01604 237879	Tel:	01223 706398



## **1.0 BACKGROUND**

- 1.1 In February 2015, the Secretary of State for Communities and Local Government issued The Local Government Transparency Code 2015. The code sets out the key principles in making local authorities more transparent and accountable to local people. The Council has been proactive in its compliance with this code.
- 1.2 In addition, under the Localism Act 2011, Local Authorities are required to prepare a Chief Officer Pay Policy Statement for each financial year. This policy statement must be approved by a resolution of the authority, i.e. full Council, and is required to be published by 31 March.

## **2.0 CURRENT POSITION**

- 2.1 In accordance with the Local Government Transparency Code 2015, we publish on the Council's website:
- The names of employees paid £150,000 and above.
  - The post title, team, grade, salary range, (in £5000 brackets) and salary ceiling point for the top 3 tiers of the organisation, along with details of whether the appointments are permanent or temporary.
  - The post title, team, grade and salary range of employees earning £50,000 and above.
  - The 'pay multiple' – the ratio between the highest paid salary and the median salary of the authority's workforce (Teachers are not included).
  - Details of vacancies via the jobs portal.

## **3.0 SENIOR OFFICER PAY DATA**

The senior manager pay data is provided in **Appendix 2**.

- 3.1 There is currently one post in the organisation that is paid more than £150,000. This is the Chief Executive Gillian Beasley with a salary for 2017/2018 of £173,596. This post is shared with Peterborough City Council on a 50/50 basis therefore Cambridgeshire pay 50% of this salary.
- 3.2 There are currently 90 senior officers earning £50,000 or above. This compares to 82 senior officers that were earning £50,000 or above in 2016/2017. The figure given this year includes 5 Public Health Employees who were not included in the previous year's data.
- 3.3 The current mean salary for the organisation is £25,683 this compares to a mean salary of £24,838 in 2016.
- 3.4 The ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £23,166. The ratio in the previous year was also 1:7. The Fair Pay Review 2010 recommended that the pay ratio should be not more than 1:20. The Council falls well within this range.

## **4.0 Chief Officer Pay Policy Statement**

A copy of the Chief Officer Pay Policy Statement is provided in **Appendix 1**.

- 4.1 The Chief Officer Pay Policy Statement has been updated to reflect changes in job titles and responsibilities

Source Documents	Location
The Local Government Transparency Code 2015  Chief Officer Pay Policy Statement	Martin Cox HR Director, LGSS Cambridgeshire County Council Box No: OCT 1106 Shire Hall Cambridge CB3 0AP  MCox@Northamptonshire.gov.uk

## **Chief Officer Pay Policy Statement – 2017/2018**

**Effective 01 April 2017**

### **1. Introduction**

We are committed to operating consistent, transparent and equitable pay arrangements for employees and are committed to ensuring equal pay in employment.

This Chief Officer Pay Policy Statement fulfils the Council's statutory requirements under Chapter 8 of the Localism Act 2011 ("the Act") and was agreed by full Council on 28 March 2017.

The Chief Officer Pay Policy applies to all Statutory and Non-Statutory Chief Officers, (including Deputies), of Cambridgeshire County Council.

In accordance with the Government's Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes information on all employees earning £50,000 or above.

### **2. Scope**

This Statement details the pay policy and practice in relation to all Statutory and Non-Statutory Chief Officers, (including Deputies) as defined under our constitution.

### **3. Basic Pay Determination**

The pay grade and the terms and conditions that are applied to each post are determined through the process of HAY job evaluation. This is an analytical scheme, which measures the relative size of jobs across the organisation. The key principles underlying our application of job evaluation are:

- Consistently applied across the authority to ensure fairness.
- Applied by appropriately trained and experienced employees.
- Quality assured to ensure that standards are maintained.
- Open and transparent and accessible for employees and their representatives.
- About the relative size of jobs and not about people or pay.
- Wholly dependent on job role, function and accountability.

## **4. Chief Officer Pay (Corporate Leadership Team)**

### **4.1 Pay Scale**

The pay scale for the Corporate Leadership Team is available on our website.

### **4.2 Staffing and Appeals Committee**

The Staffing and Appeals Committee determines, on behalf of full Council, application of the pay policy regarding the remuneration of Statutory and Non Statutory Chief Officers (including Deputies), of the organisation. The Staffing and Appeals Committee comprises 11 members of the Council.

When determining application of the pay policy, the Committee is advised by the Head of Paid Service and Director of HR (LGSS) (or his/her nominees). The Committee may, having sought the advice of the above, choose to be advised by an external independent advisor as appropriate.

### **4.3 Pay Award**

There is no automatic cost of living increase. The Chief Executive determines the level of increase, if any, to be applied to the published pay rates for Chief Officers, by reference to our performance against Key Measurable Targets and overall affordability given the prevailing budget decision. In addition, the national award<sup>1</sup> is used as a benchmark for the cost of living award. Any such recommendation is reported to the Staffing and Appeals Committee.

### **4.4 Flexibility for Non-Consolidated Payments**

The Staffing and Appeals Committee has the flexibility to award one off non-consolidated performance awards. These are applied in exceptional circumstances only, where individuals have performed above and beyond their job role. Again this will be dependent on clear performance criteria and evidenced outcomes as well as affordability. Any non-consolidated performance award will be a one-off temporary award for a maximum of one year and based on the development points within each Director pay grade boundaries and will not exceed the "Absolute Ceiling" of these pay and grade boundaries.

### **4.5 Individual Salary Progression**

There is no automatic progression through the development points. Personal development in role may be recognised by the award of discretionary consolidated pay movements each year, in accordance with the locally agreed step values, through the pay/development points. Application of individual development points will be determined each year by the Chief Executive, taking into consideration the individual's performance, as evidenced by the Performance Appraisal and Development Programme (PADP) rating and overall affordability given our prevailing budget position. Awards may be considered only on completion of Personal Development Plans and where contribution and competence have been suitably evidenced and assessed via the appraisal scheme. Progression will not go beyond the "Absolute Ceiling" set for each grade.

### **4.6 Acting Up / Partial Acting Up and Honorarium Payments**

Where an officer is required to Act-Up into a higher level Chief Officer/Deputy Chief Officer post he/she will normally be remunerated at the bottom of the higher graded post's development point range. The decision to Act an officer up into a Chief Officer/Deputy Chief

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<sup>1</sup> The award agreed by the National Employers to be applied to the National Joint Council (NJC) Local Government Pay Spine.

Officer post will be within the remit of the Staffing and Appeals Committee. Where a Chief Officer/Deputy Chief Officer is required to take on temporary additional responsibilities the Staffing and Appeals Committee may consider awarding an honorarium payment based on the difference of his/her current salary and the additional partial role he/she is required to carry out. There will be no flexibility to award above the "Absolute Ceiling" for the role. Any honorarium payments made to the Chief Executive will be subject to Full Council approval as would any payment made to the Returning Officer. In election years, full Council will be asked to agree any payment to be made to the Returning Officer at the same time as agreeing the Pay Policy.

#### **4.7 Market Premium Payments**

Where a business case is put forward to pay a Market premium, this will be presented to the Staffing and Appeals Committee advised by the HR Director, LGSS (or his/her nominees) and Chief Executive for consideration. Any Market premium rate would be based on a detailed business case that demonstrates some or all of the following:

- Evidence of repeated unsuccessful recruitment campaigns
- Evidence of comparable roles paid at higher levels in benchmark authorities
- Significant evidence of higher than normal turn over/attrition rates
- Significant business continuity/service delivery risks

Any Market premium rate would be temporary for a maximum period of 12 months. Market premiums would be made only in exceptional circumstances and subject to affordability. Any proposed Market premiums payments made to the Chief Executive would be subject to the above and Full Council approval.

### **5. Pay Equity – The Pay Multiple**

The Council monitors the relationship between the remuneration of its Chief Officers and Deputies and the remuneration of its lowest paid employees.

From 01 April 2017 the Council will define its 'lowest paid employees' as those paid on spinal column point 6 (SCP 6) of the National Joint Council (NJC) pay spine for Local Government Services employees.

The rate of pay applied to employees on SCP 6, as of the 01 April 2017, is £15,014. The current ratio of the Chief Executive's full salary to the median salary in the organisation is 1:7 based on a median salary of £23,166.

The Fair Pay Review 2010 recommended that the pay ratio should not be more than 1:20 - the Council falls well within this range.

The Council commits to calculating the pay ratio on an annual basis.

### **6. Termination of employment**

On ceasing to be employed by the Council, employees will be paid contractual payments due under their contract of employment. Our Redundancy Policy details the conditions under which redundancy payments can be made. We calculate redundancy payments based on an individual's actual pay, length of continuous service and age.

### **7. Review**

This pay policy statement will be reviewed annually and recommended to Full Council for approval.

We may by resolution of the Full Council, amend this Pay Policy Statement during the course of the year to which it relates.

Salary information for the top 3 tiers of Cambridgeshire County Council

Appendix 2

Directorate	Job Title	Salary Range	Actual Salary (for posts paid over £150,000)	Salary Ceiling	Employment Term	Comments
<b>Tier 1</b>	Chief Executive	170,000 - 175,000	£173,596	190,759	Perm	Salary costs shared on a 50/50 basis with Peterborough City Council
<b>Tier 2</b>	Economy, Transport and Environment	Executive Director Economy, Transport and Environment Services	125,000-130,000	145,697	Perm	
	Children, Families and Adults	Interim Executive Director: Children, Families and Adults	140,000 - 145,000	145,697	Interim	
	Customer Services and Transformation	Corporate Director Corporate and Customer Services	90,000-95,000	103,699	Perm	
	Public Health	Director Public Health	90,000-95,000	95,860	Perm	
	LGSS	Deputy Chief Executive and Chief Finance Officer	95,000-100,000	103,699	Perm	
<b>Tier 3</b>	Economy, Transport and Environment	Service Director for Strategy and Development	95,000-100,000	103,699	Perm	
	Economy, Transport and Environment	Service Director Infrastructure Management and Operations	90,000-95,000	103,699	Perm	
	Economy, Transport and Environment	Programme Director Connecting Cambridgeshire	65,000-70,000	72,700	Perm	
	Children, Families and Adults	Service Director Adult Social Care	95,000-100,000	103,699	Perm	
	Children, Families and Adults	Service Director, Strategy and Commissioning	90,000-95,000	103,699	Perm	
	Children, Families and Adults	Service Director Enhanced and Preventative Services	80,000-85,000	103,699	Perm	
	Children, Families and Adults	Director of Learning	90,000-95,000	103,699	Perm	
	Children, Families and Adults	Service Director Older Peoples Services	85,000-90,000	103,699	Perm	
	Customer Services and Transformation	Head of Business Intelligence	65,000-70,000	72,700	Perm	
	Customer Services and Transformation	Head of Communications and Information	65,000-70,000	72,700	Perm	
	Public Health	Assistant Director Public Health Intelligence	55,000-60,000	57,640	Perm	
	Public Health	Consultant Public Health	80,000-85,000	95,860	Perm	
	Public Health	Consultant Public Health	50,000-55,000	95,860	Perm	
	Public Health	Consultant Public Health	65,000-70,000	95,860	Perm	
	Public Health	Consultant Public Health	50,000-55,000	95,860	Perm	
	LGSS	Chief Accountant	50,000-55,000	54,902	Perm	Salary costs are shared with Northamptonshire County Council and Milton Keynes Council
	LGSS	Children's Services Finance Manager	55,000-60,000	72,700	Perm	Salary costs are shared with Northamptonshire County Council and Milton Keynes Council
	LGSS	Head of Finance	55,000-60,000	61,100	Perm	Salary costs are shared with Northamptonshire County Council and Milton Keynes Council
	LGSS	Head of Transformation	65,000-70,000	72,700	Perm	Salary costs are shared with Northamptonshire County Council and Milton Keynes Council
	LGSS	Strategic Finance Manager	55,000-60,000	61,100	Perm	Salary costs are shared with Northamptonshire County Council and Milton Keynes Council
	LGSS	Strategic Finance Manager	55,000-60,000	61,100	Perm	Salary costs are shared with Northamptonshire County Council and Milton Keynes Council

Team	Job Title	Employment Term	Salary Range	Salary Ceiling
Audit Risk and Insurance (FAP ARI)	Deputy Head of Internal Audit	Permanent	50,000 - 55,000	51,100
Transformation (COR TRS)	Head of Transformation	Permanent	65,000 - 70,000	72,700
Highway Asset Management Team (IMO HWS)	Highways Asset Manager	Permanent	50,000 - 55,000	51,100
Business Intelligence (COR BUS)	Head of Business Intelligence	Permanent	65,000 - 70,000	72,700
0-19 Place Planning and Organisation Service (LNG PPO)	Head of Service 0-19 Place Planning and Organisation Service	Permanent	65,000 - 70,000	72,700
Older Peoples Services Directorate (OLD SDR)	Service Director Older Peoples Services	Permanent	85,000 - 90,000	103,699
Schools Intervention Service (LNG SIS)	Primary Adviser	Permanent	55,000 - 60,000	61,100
Site Operations Cambridgeshire (ICT SOC)	CCC Site Operations Manager	Permanent	50,000 - 55,000	51,100
SEND South Cambs and City (CEP SEN)	SEND Specialist Services Manager C and L	Permanent	50,000 - 55,000	51,100
Early Years Service (LNG EYS)	Senior Adviser Intervention Team	Permanent	55,000 - 60,000	61,100
Adult Social Care Directorate (ASC SDR)	Service Director Adult Social Care	Permanent	95,000 - 100,000	103,699
ICT Service (LNG CID)	Education ICT Manager	Permanent	55,000 - 60,000	61,100
SEND East Cambs and Fenland (CEP SEN)	Educational Psychologist	Permanent	50,000 - 55,000	52,380
Schools Intervention Service (LNG SIS)	Primary Adviser	Fixed Term	55,000 - 60,000	61,100
SEND Huntingdon (CEP SEN)	SEND Specialist Services Manager SE and MH	Permanent	50,000 - 55,000	51,100
Commissioning and Enhanced Services (SAC CES)	Head of Commissioning Enhanced Services	Permanent	65,000 - 70,000	72,700
Norwich Accountancy Services (FAP CFB)	Chief Accountant	Permanent	50,000 - 55,000	54,902
Workforce Development CFA (LNG WDV)	Head of CFA Workforce Development	Permanent	60,000 - 65,000	61,100
Procurement (ASC PRC)	Head of Procurement	Permanent	55,000 - 60,000	61,100
Enhanced and Preventative Services Directorate (CEP SDR)	Service Director	Permanent	80,000 - 85,000	103,699
SEND Huntingdon (CEP SEN)	Educational Psychologist	Permanent	50,000 - 55,000	52,380
Corporate Employees (OLD CPE)	Head of Operations	Permanent	65,000 - 70,000	68,484
Schools Intervention Service (LNG SIS)	Area Senior Adviser	Permanent	55,000 - 60,000	61,100
Economy Transport and Environment Services (DIR ETE)	Programme Director Connecting Cambridgeshire	Permanent	65,000 - 70,000	72,700
Directorate of Customer Service and Transformation (CST CDR)	Director of Customer Service and Transformation	Permanent	90,000 - 95,000	103,699
Learning Directorate (LNG SDR)	Director of Learning	Permanent	90,000 - 95,000	103,699
Childrens Innovation and Development Service (LNG CID)	CID Service Manager	Permanent	55,000 - 60,000	61,100
Cambridgeshire Music (LNG CID)	Head of Cambridgeshire Music	Permanent	50,000 - 55,000	51,100
Traffic Management Team (IMO HWS)	Traffic Manager	Permanent	50,000 - 55,000	51,100
Early Years Service (LNG EYS)	Head of Service Early Years	Permanent	55,000 - 60,000	72,700
Finance Children and Public Health (FIN CPH)	Children's Services Finance Manager	Permanent	55,000 - 60,000	72,700
Schools Intervention Service (LNG SIS)	Primary Adviser	Permanent	55,000 - 60,000	61,100
Adult Learning and Skills Management Support Team (SAD ALS)	Head of Adult Learning & Skills	Permanent	60,000 - 65,000	61,100
Finance ETE Corporate and LGSS (FIN COR)	Strategic Finance Manager	Permanent	60,000 - 65,000	61,100
Transport and Infrastructure Policy and Funding (SAD TIP)	Major Infrastructure Transport Manager	Permanent	50,000 - 55,000	51,100
Children's Social Care Directorate (CSC SDR)	Head of Disability	Permanent	65,000 - 70,000	72,700
Economy Transport and Environment Services (DIR ETE)	Executive Director	Permanent	125,000 - 130,000	119,457
Youth Support Service Management (CEP YSS)	Head of Participation and Services for Young People	Permanent	65,000 - 70,000	72,700
Finance Adults (FIN ADU)	Strategic Finance Manager	Permanent	55,000 - 60,000	61,100
Children's Social Care Directorate (CSC SDR)	Head of Access, CiN and LAC Huntingdonshire and Fenland	Permanent	65,000 - 70,000	72,700
Public Health Healthcare (PHD PHT)	Consultant Public Health	Permanent	65,000 - 70,000	95,860
Public Health Intelligence (PHD PHT)	Assistant Director Public Health Intelligence	Permanent	55,000 - 60,000	57,640
Locality and Partnerships East Cambs and Fenland (CEP LPE)	Heads of Localities and Partnership East Cambs and Fenland	Permanent	65,000 - 70,000	72,700
Infrastructure Management and Operations Highway Service (IMO HWS)	Head of Highways	Permanent	65,000 - 70,000	72,700
Strategic Assets (FAP PAM)	Group Asset Manager	Permanent	55,000 - 60,000	61,100
Corporate Employees (OLD CPE)	Head of Service Operations	Permanent	65,000 - 70,000	72,700
Finance Directorate (FIN CFO)	Head of Finance Section 151 Officer	Permanent	95,000 - 100,000	103,699
Schools Partnerships Service (LNG SPS)	Senior Adviser Curriculum Teaching and Leadership	Permanent	55,000 - 60,000	61,100
HR Advisory East (HRS HRE)	Head of HR Advisory Services East	Permanent	65,000 - 70,000	72,700
Public Health Healthcare (PHD PHT)	Consultant in Public Health Medicine	Permanent	50,000 - 55,000	95,860
Directorate of Infrastructure Management and Operations (IMO SDR)	Service Director Infrastructure Management and Operations	Permanent	90,000 - 95,000	103,699
Schools Partnerships Service (LNG SPS)	Education Adviser	Permanent	55,000 - 60,000	61,100
Directorate of Strategy and Development (SAD SDR)	Service Director for Strategy and Development	Permanent	95,000 - 100,000	103,699
SEND Specialist Service (CEP SEN)	Senior Practitioner Research and Training	Permanent	55,000 - 60,000	63,275
Early Years Service (LNG EYS)	Senior Adviser Quality Assurance Team	Permanent	55,000 - 60,000	61,100
Disability Services (ASC CTW)	Head of Disability Services	Permanent	55,000 - 60,000	61,100
ICT Service (LNG CID)	Education ICT Professional Services Manager	Permanent	50,000 - 55,000	51,100
Passenger Transport (SAD PTS)	Head of Passenger Transport	Permanent	55,000 - 60,000	61,100

Older Peoples Services Directorate (OLD SDR)	Head of Service Development	Permanent	70,000 - 75,000	72,700
SEND Specialist Service (CEP SEN)	Head of SEND Specialist Services and Principal EP	Permanent	60,000 - 65,000	63,275
Growth and Economy (SAD GES)	Head of Growth and Economy	Permanent	65,000 - 70,000	72,700
Highway Projects and Road Safety Team (IMO HWS)	Highways Projects & Road Safety Manager	Permanent	50,000 - 55,000	51,100
Schools Intervention Service (LNG SIS)	Primary Adviser	Permanent	55,000 - 60,000	61,100
Cambs Race Equality and Diversity Service (LNG SPS)	NtG CREDS Manager	Permanent	55,000 - 60,000	61,100
Growth and Development (SAD GES)	Business Manager Growth and Development	Permanent	50,000 - 55,000	51,100
Public Health (PHD SDR)	Director of Public Health	Permanent	90,000 - 95,000	95,860
Information Management Service (SAC IMS)	Head of Information Management	Permanent	55,000 - 60,000	61,100
Schools Intervention Service (LNG SIS)	Head of Service Schools Intervention	Permanent	70,000 - 75,000	72,700
Economy Transport and Environment Services (DIR ETE)	City Deal Programme Director	Permanent	85,000 - 90,000	95,277
Children's Social Care Directorate (CSC SDR)	Head of Safeguarding and Standards	Permanent	65,000 - 70,000	72,700
Waste Commissioning (IMO WMS)	Commission Manager Waste	Permanent	50,000 - 55,000	51,100
Transport and Infrastructure Policy and Funding (SAD TIP)	Head of Transport and Infrastructure Policy and Funding	Permanent	55,000 - 60,000	61,100
LGSS Business Transformation (BSC PGM)	Oracle ERP Manager	Permanent	50,000 - 55,000	51,100
Locality and Partnerships South Cambs and Cambridge City (CEP LPS))	Lead Officer for High Demand Families	Permanent	50,000 - 55,000	51,100
Strategy and Architecture (ICT SAA)	Head of IT Strategy Architecture Development	Permanent	80,000 - 85,000	95,277
Early Help Family Work Team (CEP EHF)	Head of Family Work Early Help	Permanent	50,000 - 55,000	61,100
SEND Huntingdon (CEP SEN)	Educational Psychologist	Permanent	50,000 - 55,000	52,380
CiN South Cambs City and East Cambs (CSC SCE)	Group Manager	Permanent	50,000 - 55,000	51,100
Schools Partnerships Service (LNG SPS)	Education Adviser	Permanent	50,000 - 55,000	51,100
Schools Intervention Service (LNG SIS)	Primary Adviser	Permanent	55,000 - 60,000	61,100
Locality and Partnerships Hunts (CEP LPH)	Heads of Localities and Partnership Huntingdonshire	Permanent	60,000 - 65,000	72,700
SEND South Cambs and City (CEP SEN)	Educational Psychologist	Permanent	50,000 - 55,000	52,380
Strategy and Commissioning Directorate (SAC SDR)	Service Director, Strategy and Commissioning	Permanent	90,000 - 95,000	103,699
Improving Health (PHD PHT)	Consultant Public Health	Permanent	80,000 - 85,000	82,434
SEND East Cambs and Fenland (CEP SEN)	SEND Specialist Services Manager A and C	Permanent	50,000 - 55,000	51,100
Children's Social Care Directorate (CSC SDR)	Head of Access, CiN and LAC East Cambs South Cambs and City	Permanent	65,000 - 70,000	72,700
Finance Children and Public Health (FIN CPH)	Strategic Finance Manager	Permanent	55,000 - 60,000	61,100
Major Infrastructure Delivery (SAD MID)	Head of Major Infrastructure Delivery	Permanent	60,000 - 65,000	61,100
Improving Health (PHD PHT)	Consultant Public Health	Permanent	50,000 - 55,000	95,860
Schools Partnerships Service (LNG SPS)	Adviser Special Educational Needs	Permanent	50,000 - 55,000	51,100



**LGPS INVESTMENT POOLING INTER-AUTHORITY AGREEMENT**

*To:* Full Council

*Date:* 28th March 2017

*From:* The Monitoring Officer

*Purpose:* To update Council on the current position concerning the ACCESS Pension Pool, and to seek Council approval to the setting up of a joint committee with the ACCESS Authorities. The Council is asked to delegate functions to the joint committee and to delegate to the Chief Finance Officer the authority to finalise arrangements for setting up the ACCESS Pension Fund Pool. As a consequence, Council is also asked to consider the recommendation of the Constitution and Ethics Committee to approve changes to the Constitution.

*Recommendation:* It is recommended that full Council:

- a) approve the setting up of a joint committee with the ACCESS Authorities;
- b) delegate the functions as specified in section 4 of Appendix 1 with effect from the date of execution of the Inter-Authority Agreement (IAA) to the Joint Committee;
- c) delegate authority to the Chief Finance Officer in consultation with the Chairman of the Pension Fund Committee to make consequential amendments to the IAA and to authorise execution and completion of the IAA on behalf of the Council;
- d) approve the changes to the Constitution recommended by the Constitution and Ethics Committee within this report together with the changes detailed in Appendix 2, for inclusion in the Council's Constitution, and any additional changes outlined in the report since the meeting of the Constitution and Ethics Committee on 26 January 2017;
- e) authorise the Monitoring Officer, in consultation with the Chairwoman of the Constitution and Ethics Committee, to make any other minor or consequential amendments to the Constitution necessary for, or incidental to, the implementation of this proposal including any updates or amendments as a result of consequential amendments made to the IAA.

<b><i>Officer contact:</i></b>	
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## 1. BACKGROUND

- 1.1 Cambridgeshire County Council is the Administering Authority for the Cambridgeshire Pension Fund. This includes the management of over £2.8bn of funds that are invested to pay the current and future pensions of over 76,000 members of the Local Government Pension Scheme (LGPS) in Cambridgeshire. It also involves managing the scheme on behalf of all LGPS employers in Cambridgeshire. As the administering authority the County Council has fiduciary and public law duties to manage the fund in the best interests of scheme members and scheme employers.
- 1.2 As detailed in the Pension Fund Committee Annual Report 2015/16 presented to and noted by Council on 18 October 2016, in the summer 2015 budget the Chancellor announced the Government's intention to invite Administering Authorities to make proposals for pooling LGPS investments. Following the Autumn Statement on 25 November 2015, the Department for Communities and Local Government (DCLG) published its criteria for pooling investments focusing on 4 elements:
1. Scale – it is the Government's desire that pools of assets are created with at least £25bn of assets per pool.
  2. Strong Governance – authorities are charged with defining the mechanisms by which they can hold the pool to account.
  3. Reduced costs – including estimated savings over the next 15 years.
  4. Improved capacity to invest in infrastructure through pooling.
- 1.3 Subsequently the Government published revised LGPS Management and Investment of Funds Regulations that came into force on 1 November 2016. The Regulations include the power for the Secretary of State to direct a fund to change its investment strategy or direct that a fund's investment function is undertaken by another organisation if the Secretary of State determines that a fund is failing to act in accordance with guidance issued, including the guidance to pool investments according to the criteria above.
- 1.4 The Pension Fund Committee has previously agreed that Cambridgeshire County Council join the ACCESS pool, which made a submission to the Government for pooling in July 2016. In order to move forward with plans for the creation of the ACCESS pool, Cambridgeshire County Council has signed a Memorandum of Understanding (MoU) with the 10 other authorities in the pool to underpin the initial work of establishing the group and developing detailed proposals for investment pooling. ACCESS contains the following other funds:
- |               |                  |
|---------------|------------------|
| East Sussex   | Kent             |
| Essex         | Norfolk          |
| Hampshire     | Northamptonshire |
| Hertfordshire | Suffolk          |
| Isle of Wight | West Sussex      |
- 1.5 ACCESS's July 2016 submission to Government was based on pooling investments via a Collective Investment Vehicle (CIV) that would be administered and maintained by a third party Operator.
- 1.6 A legally binding agreement with the other ACCESS authorities (that is the IAA) will be required in order to define the governance and cost sharing arrangements for the future

operation of the pool and more details of this agreement are set out in section 3 of this report.

- 1.7 This report seeks approval on appropriate decisions, which have been discussed and are recommended to the County Council by the Cambridgeshire Pension Committee, to enable Cambridgeshire County Council to continue to participate in the ACCESS Pool.

## **2. SUMMARY OF POOLING PROPOSALS**

- 2.1 Investment pooling is intended to create the scale that will enable access to lower Investment Manager Fees and deliver cost savings to LGPS funds. In the pooled investment structure individual funds, like Cambridgeshire, will still be responsible for their own investment strategy and asset allocation decisions.
- 2.2 ACCESS authorities endorse the estimated annual cost savings published by Project POOL indicating that circa £145-190m per annum could be saved across English and Welsh authorities via pooling arrangements, ten years after pooling has been implemented. This could increase to c£240-320m per annum if future asset growth of 5% per year for ten years is assumed.

## **3. INTER-AUTHORITY AGREEMENT**

- 3.1 The ACCESS funds have jointly commissioned the external legal firm Eversheds to provide assistance in drafting a legally binding IAA for the pooling of investments. It is not intended that the ACCESS funds will sign an IAA until approval of the pooling arrangements are received from the Government.
- 3.2 The IAA will be based on the governing principles that have been agreed by the ACCESS pension funds, including:
  - working collaboratively,
  - all Councils having an equitable voice in governance,
  - avoiding unnecessary complexity, and
  - running economically and applying value-for-money considerations.
- 3.3 The most significant principles that will be reflected in the IAA are as follows:
- 3.4 The ACCESS Pool will be governed by a Joint Committee constituted under s102 of the Local Government Act 1972. The specific functions that would be delegated to the Joint Committee are specified in section 4 of **Appendix 1**.
- 3.5 The full draft standing orders of the Joint Committee are detailed in section 5 of Appendix 1.

### **Procurement**

- 3.6 The Joint Governance Committee will oversee the procurement of a CIV Operator. The procurement itself would be undertaken by a “Lead Authority” (one of the ACCESS authorities) on behalf of all of the group. Whilst the Joint Governance Committee will oversee the procurement process and make a recommendation on the preferred supplier, each of the 11 ACCESS local authorities will make their own decisions to enter into a contract with the Operator.

## **Cost Sharing**

- 3.7 It is the aim of the ACCESS Pool that costs are shared equitably between the member funds. Some costs will be shared equally between the member funds, other costs will be shared according to the value of investments by each fund as follows:
- 3.8 Costs to be shared equally between the member funds are:
- The pool establishment costs including strategic and technical advice, legal advice, project management costs and the costs associated with the procurement process to appoint a CIV Operator.
  - any set-up costs charged by the Operator for the overall creation of the sub-fund structure.
  - The ongoing costs of managing and governing the pool including the host authorities' costs of hosting the Joint Governance Committee and providing the secretariat function, the cost of any external advice commissioned by the Joint Governance Committee and the periodic re-procurement processes for the CIV Operator.
- 3.9 Costs in relation to funds' investments will be shared according to the value of each fund's investments as charged by the CIV Operator for the sub funds that each fund is invested in.
- 3.10 Other costs will not be shared and will be borne by the fund that they are incurred by, which include:
- Each fund's costs of participating in the pool, such as attendance at meetings.
  - Any transition costs of moving assets to or within the pool.

## **Withdrawal and termination**

- 3.11 Any fund can withdraw from the IAA and therefore the ACCESS Pool by giving 12 months notice. Following the signing of the IAA, any fund that wishes to withdraw from the pool will be liable for its share of the costs (not relating directly to investments) for the remainder of the contract period of the CIV Operator.

## **Other Provisions**

- 3.12 The IAA will cover a number of other standard areas including dispute resolution, information and confidentiality, data protection, freedom of information, equal opportunities, and change in identity of Administering Authorities.

## **4. TIMESCALES**

- 4.1 Government requires LGPS funds to begin transferring their investments into pools by no later than April 2018. In order for the ACCESS Pool to meet this deadline, the procurement processes for a CIV Operator will need to commence in or around April 2017 and the ACCESS Pool has committed to move forward in a way that will enable it to meet the Government's April 2018 deadline.
- 4.2 It is therefore necessary to seek decisions now to enable establishment of the Joint Governance Committee and commence the procurement processes. To achieve this, it is necessary for all of the ACCESS Authorities to make decisions to proceed with the pooling arrangements and set up the Joint Committee at Council meetings in February/March 2017.

## 5. FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 5.1 The implementation costs of establishing a CIV are estimated to be £160k with ongoing annual operational costs estimated between £273k and £455k). These estimates have been derived following significant market research with market participants including potential suppliers and feedback from other LGPS asset pools.
- 5.2 These costs will be funded from savings for the ACCESS Pool projected to be £30m annually, once the pool is fully established. Allowing for investment growth of 3-5% per annum, by year 10 the savings are estimated to be equivalent to £40-50m per annum.
- 5.3 All costs and savings are ring fenced to the Pension Fund and cost sharing arrangements between the 11 Funds, included in the IAA.

## 6. CONSTITUTION AND ETHICS COMMITTEE

- 6.1 The Constitution and Ethics Committee, at its meeting on 26 January 2017, considered amendments arising from changes to Local Government Pension Scheme governance arrangements. It is recommending the following changes to the Council's Constitution as from the date of signing of the IAA:
- Part 2 – Articles, Article 8 – Committees be amended to include the LGPS ACCESS Joint Committee in the list of Joint Committees at 8.04.
  - Part 3B – Responsibility for Functions Committees of Council Pension Fund Committee be amended (additions in bold and deletions in strikethrough) to reflect the creation of the new Joint Committee (as detailed in **Appendix 2**)
  - Part 3C - Responsibilities for Functions Joint Committees be amended to include reference to the LGPS ACCESS Joint Committee as set out in **Appendix 1**.
- 6.2 The Committee authorised the Monitoring Officer, in consultation with the Chairman of the Pensions Committee, to make such amendments to the recommendations to Council for constitutional change as might become necessary to reflect any adjustments required by further changes in the Inter-Authority Agreement and in the directives on implementing the revised regulations. Pursuant to this authorisation the Monitoring Officer has updated Appendix 1 to reflect the full current agreed draft constitution for the Joint Committee and the required delegated functions as included in the current version of the Inter-Authority Agreement.

Source Documents	Location
Pension Fund Committee Minutes and reports	<a href="https://cmis.cambridgeshire.gov.uk/cmc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/16/Default.aspx">https://cmis.cambridgeshire.gov.uk/cmc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/16/Default.aspx</a>

**A. LGPS ACCESS JOINT COMMITTEE**

**1. PARTIES**

- Cambridgeshire County Council
- East Sussex County Council
- Essex County Council
- Hampshire County Council
- Hertfordshire County Council
- Isle of Wight Council
- Kent County Council
- Norfolk County Council
- Northamptonshire County Council
- Suffolk County Council
- West Sussex County Council

**2. Status**

In order to ensure there is robust oversight of the joint pension fund investment pool, an Inter Authority Agreement has been entered into, with formal decision making responsibility exercised via a joint committee established under s.102 of the Local Government Act 1972.

**3. Membership**

One Councillor from each of the eleven participating authorities. Each council's nominee must be an elected councillor and must be a serving member of the authority's Pensions Committee throughout the time of their appointment. They need not, however, be a member of the nominating council (i.e. they could be a member of another employing authority co-opted onto the pensions committee). Named substitutes shall be permitted.

**4. Functions of the Joint Committee**

**Part 1 Functions in relation to the Operator**

1. **Specifying Operator services:** Deciding, in consultation with the Councils, the specification of services and functions that the Operator will be required to deliver including the sub-funds and classes of investments required to enable each Council to execute its investment strategy.
2. **Procuring the Operator:** agreeing the method and process for the procurement and selection of the Operator.
3. **Appointing the Operator:** Making a recommendation to the Councils as to the identity of the Operator and the terms upon which the Operator is to be appointed.
4. **Reviewing the Performance of the Operator:** Keeping the performance of the Operator under constant review and making arrangements to ensure that the Joint Committee is provided with regular and sufficient reports from the Officer Working Group to enable it to do so including but not limited to:

- 4.1 the performance of the Operator against its contractual requirements and any other performance measures such as any Service Level Agreement (SLA) and key performance indicators (KPIs) and Officer Working Group recommendations on any remedial action;
- 4.2 sub-fund investment performance;
- 4.3 investment and operational costs including the annual review of investment manager costs;
- 4.4 Performance against the strategic business plan agreed by the Councils.
- 5. **Managing the Operator: The Joint Committee shall:**
  - 5.1 Make recommendations to the Councils on the termination or extension of the Operator Contract and
  - 5.2 Make decisions about any other action to be taken to manage the Operator Contract including the giving of any instruction or the making of any recommendation to the Operator including but not restricted to recommendations on investment managers (within any regulatory constraints that may apply).
- 6. **Appointment of Advisers**
  - 6.1 The Joint Committee may appoint such professional advisers on such terms as it thinks fit. Any procurement of advisers must comply with the constitution of the Authority designated to undertake the procurement and that Authority will enter into a contract with the appointed adviser on behalf of the Authorities.
  - 6.2 The Joint Committee shall decide which tasks shall be performed by the Client Unit and which Council shall manage the Client Unit including the employment arrangements for employees in the Client Unit.

## **Part 2 Functions in relation to management of Pool Assets**

- 7. The Joint Committee shall make recommendations to the Councils on the strategic plan for transition of assets that are to become Pool Assets.

## **Part 3 Functions Concerning Pool Aligned Assets**

- 8. Making recommendations to the Councils about Pool Aligned Assets (including proposals concerning the migration of investments-such as passive investments via life fund policies-to become Pool Aligned Assets) in accordance with the IAA or any other delegation to the Joint Committee by the Councils.

## **Part 4 Functions concerning Business Planning and Budget**

- 9. Make recommendations to the Councils about the annual strategic business plan for the Pool
- 10. Determine the budget necessary to implement that plan and meet the expenses of undertaking the Specified Functions (insofar as they will not be met by individual transaction costs paid by Councils to the Operator) in accordance with Schedule 5 of the IAA.



11. Keep the structures created by the IAA under review from time to time and make recommendations to the Councils about:
  - 11.1 the future of the Pool;
  - 11.2 any changes to the IAA; and
  - 11.3 as to the respective merits of continuing to procure operator services by means of a third party or by creation of an operator owned by the Councils.
12. The Joint Committee is required to commence the first review of the IAA by the second anniversary of its first meeting.
13. The Joint Committee is required to undertake a review of the Pool and the IAA:
  - 13.1 to be completed 18 months before the expiry of each and every Operator Contract including as a result of the exercise of any option to terminate the Operator Contract;
  - 13.2 whenever a Council gives notice of withdrawal under clause 12 of the IAA.

## **5. Standing Orders of the Joint Committee**

### **Part 1 Membership**

1. The Joint Committee shall consist of one elected councillor appointed by each Council. The member so appointed must, at the time of the appointment, be an elected councillor serving as a member of the Committee of a Council which discharges the functions of that Council as pension administering authority.
2. Each Council may appoint a substitute. Any substitute must meet the eligibility requirements in paragraph 1. The substitute may attend any meeting of the Joint Committee or any of its sub-Committees in place of that authority's principal member if notice that the substitute will attend is given to the Secretary of the Joint Committee by the Council concerned
3. Where a substitution notice is in effect with respect to a particular member at a particular meeting, the substitute shall be a full member of the Joint Committee for the duration of the meeting in place of the principal member
4. Each Council may remove its appointed member and appoint a different member by giving written notice to the Secretary to the Joint Committee.
5. Each appointed member shall be entitled to remain on the Joint Committee for so long as the Council appointing them so wishes, but shall cease to be a member if he or she ceases to meet the eligibility criteria in paragraph 11 or if that Council removes the appointed member.
6. Any casual vacancies will be filled as soon as reasonably practicable by the Council from which such vacancy arises by giving written notice to the Secretary to the Joint Committee or his or her nominee.
7. The Joint Committee may co-opt any other person whom it thinks fit to be a non-voting member of the committee. The Joint Committee may from time to time make rules as to:

- 7.1 Registration and declaration of interests by co-opted members.
- 7.2 Standards of behaviour required to be observed by co-opted members when acting as such.
8. The Chairman of the Joint Committee will be appointed from time to time by the members of the Joint Committee. Subject to paragraph 5, the Chairman of the Joint Committee shall hold that office until their replacement is appointed which shall be at the first meeting to take place after the second anniversary of their appointment.
9. The Vice-Chairman of the Joint Committee will be appointed from time to time by the members of the Joint Committee. Subject to paragraph 5, the Vice-Chairman of the Joint Committee shall hold that office until their replacement is appointed which shall be at the first meeting to take place after the second anniversary of their appointment.
10. The Joint Committee may appoint sub-committees from among its membership as it thinks will help it to enable it to fulfil its remit. The Joint Committee may delegate its responsibilities to such sub-committees. Sub-Committees may co-opt non-voting members.
11. The Joint Committee may set up working groups to advise it on matters within its remit. Such working groups may be formed of members or officers of the constituent authorities or any other third party as the Joint Committee sees fit. Such working groups are advisory only and the Joint Committee may not delegate its responsibilities to such working groups.
12. Each member of the Joint Committee and any Sub-committee shall comply with any relevant code of conduct of their Council when acting as a member of the Joint Committee.
13. The Chairman may direct the Secretary to call a meeting and may require any item of business to be included in the summons.
14. Any 5 members of the Joint Committee may by notice in writing require the Chairman to call a meeting to consider a particular item of business and if the Chairman fails to do so within 20 working days of receipt of the notice then those 5 members may direct the Secretary to call a meeting to consider that business.
15. The Committee may, if the law permits, arrange for attendance at meetings via video conferencing. Any such attendance shall be in accordance with the law and any other requirements imposed by the Joint Committee from time to time.

## **Part 2 Proceedings**

### **16. Time and Place of Meetings**

The Joint Committee will meet at least four times each year. All meetings of the Joint Committee will take place at a suitable venue and at a time to be agreed by the Councils.

### **17. Notice of and Summons to Meetings**

The Secretary to the Joint Committee will give notice to the public of the time and place of any meeting in accordance with Part VA of the Local Government Act 1972. At least five clear days before a meeting, the Secretary to the Joint Committee will send a

summons by email and if a member so requests by post to every Member at their last known address. The summons will give the date, time and place of each meeting and specify the business to be transacted, and will be accompanied by such reports as are available.

## **18. Chairing of Joint Committee**

The Vice Chairman shall preside in the absence of the Chairman. If there is a quorum of members present but neither the Chairman nor the Vice-Chairman is present at a meeting of the Joint Committee, the other members of the Joint Committee shall choose one of the members of the Joint Committee to preside at the meeting.

## **19. Quorum**

19.1 The quorum of a meeting will be at least 8 members who are entitled to attend and vote.

19.2 If there is no quorum present at the start of the meeting the meeting may not commence. If after 1 hour from the time specified for the start of the meeting no quorum is present then the meeting shall stand adjourned to another time and date determined by the Secretary.

## **20. Voting**

### **20.1 Majority**

Each elected member shall have one vote. Co-opted members will not have a vote. Any matter will be decided by a simple majority of those members of the Councils represented in the room at the time the question is put. In the event of equality of votes the person presiding at the meeting will be entitled to a casting vote under paragraphs 39(1) and 44 of Schedule 12 of the Local Government Act 1972.

### **20.2 By Substitutes**

The member appointed as a substitute shall have the same voting rights as the member for whom he or she is substituting. Where notice of substitution has been given for a particular meeting the principal member may not vote unless the notice of substitution is withdrawn before the start of the meeting.

### **20.3 Show of hands**

The Chairman will take the vote by show of hands, or if there is no dissent, by the affirmation of the meeting.

### **20.4 Recording of individual votes**

The minutes of the meeting shall record how a member of the Committee voted on a particular question if, at the time that the vote is taken or immediately thereafter, that member asks the Secretary or his or her representative at the meeting to record his vote.

## **21. Minutes**

21.1 The Secretary to the Joint Committee shall arrange for written minutes to be taken at each meeting of the Joint Committee and shall present them to the Joint Committee at its next meeting for approval as a correct record. At the next meeting of the Joint Committee, the Chairman shall move that the minutes of the previous meeting be signed as a correct record. If this is agreed, the Chairman

of the Joint Committee shall sign the minutes. The only part of the minutes that can be discussed is their accuracy.

- 21.2 Draft minutes or a summary of the decisions taken at the meeting and a note of the actions arising shall be circulated to the Committee and to each Council by email no later than 7 days after the date of the meeting.
- 22. Any elected member of the Councils who is not a member of the Joint Committee may speak at a meeting of the Joint Committee if the Chairman of the Joint Committee invites him or her to do so but an elected member of the Councils who is not a member of the Joint Committee shall not be entitled to vote at a meeting of the Joint Committee.
- 23. Meetings of the Joint Committee shall be open for members of the public to attend unless the Joint Committee determines that it is necessary to exclude members of the public in accordance with Part VA of the Local Government Act 1972 or the Joint Committee determines that it is necessary to close the meeting to the public because of a disturbance.
- 23.1 Copies of the agenda for meetings of the Joint Committee and any reports for its meetings shall be open to inspection by members of the public at the offices of the Councils with the exception of any report which the Secretary to the Joint Committee determines relates to items which in his or her opinion are likely to be considered at a time when the meeting is not to be open to the public.
- 24. Minutes of the meeting shall be published by the Host Authority to the extent required by Part VA of the Local Government Act 1972.
- 25. If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will arrange for their removal from the meeting room and will suspend the meeting until the member of the public has left or been removed.
- 26. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.
- 27. **Overview and Scrutiny**
- 27.1 Each Council has overview and scrutiny committees which have the right to scrutinise the operation of the Joint Committee and the Joint Committee and the Host Authority will co-operate with reasonable requests for information from any of the Councils' overview and scrutiny committees.
- 27.2 The decisions of the Joint Committee are not subject to call-in.
- 28. **Regulation of Business**
- 28.1 Any ruling given by the Chairman as to the interpretation of the standing orders with respect to the regulation of proceedings at meeting shall be final.
- 28.2 Subject to the law, the provisions of the standing orders and the terms of any contract, the Joint Committee may decide how it discharges its business.

**PENSION FUND COMMITTEE****Membership**

<b>Representatives of</b>	<b>Number of seats</b>	<b>Term of Appointment</b>	<b>Method of Appointment</b>
<b>Cambridgeshire County Council Members</b>	6	4 years from County Council elections	Determined by Cambridgeshire County Council Full Council.
<b>All other local authorities, police and fire</b>	2	4 years	Nominations determined by a leaders/chief executives' group. Selection would be linked to the respective employers' election cycle. Details of process to be agreed by the Chairman/woman.
<b>All other employers</b>	1	4 years from 2014	Nominations to be determined by eligible employers. Details of process to be agreed by the Chairman/woman.
<b>Active scheme members</b>	1	4 years from 2014	Determined by Unison. Where Unison fails to nominate a Committee Member for any period of 6 months or more, nominations will be requested from all eligible active scheme members and a representative will be picked following interviews. Details of process to be agreed by the Chairman/woman.
<b>Deferred and pensioner scheme members</b>	1	4 years from 2014	Determined by Unison. Where Unison fails to nominate a Committee Member for any period of 6 months or more, nominations will be requested from all eligible deferred and pensioner scheme members and a representative will be picked following interviews. Details of process to be agreed by the Chairman/woman.
<b>Total Committee Members</b>	11		

**Substitutes:** Full Council may appoint substitute members to the Pension Fund Committee in accordance with the scheme of substitution.

The Chairman/woman and Vice-Chairman/woman of the Committee shall be elected by the Pension Fund Committee.

Delegated Authority	Statutory Reference/ Condition
<p>Authority to set the pension fund's objectives and determine and maintain appropriate strategies, policies and procedures with ongoing monitoring in relation to the following areas:</p> <ul style="list-style-type: none"> <li>• Funding Strategy – ongoing monitoring and management of the liabilities including ensuring appropriate funding plans are in place for all employers in the Fund, overseeing the triennial valuation and interim valuations, and working with the actuary in determining the appropriate level of employer contributions for each employer.</li> <li>• Investment strategy – to determine the Fund's investment objectives and to set and review the long-term high level investment strategy to ensure these are aligned with the Fund's specific liability profile and risk appetite <b>and to oversee the delivery of the investment strategy by the LGPS ACCESS Joint Committee.</b></li> <li>• Administration Strategy – the administration of the fund including collecting payments due, calculating and paying benefits, gathering from and providing information to scheme members and employers.</li> <li>• Communications Strategy – determining the methods of communications with the various stakeholders including scheme members and employers.</li> <li>• Discretions – determining how the various administering authority discretions are operated for the Fund.</li> <li>• Governance - the key governance arrangements for the Fund, including representation.</li> <li>• Risk Management Strategy – to include regular monitoring of the Fund's key risks and agreeing how they are managed and/or mitigated.</li> </ul>	<p>Regulations under the Superannuation Act 1972</p>
<p>Authority to approve and apply the policy on, and to take decisions relating to, employers joining and leaving the Fund. This includes which employers are entitled to join the Fund, any requirements relating to their entry, ongoing monitoring and the basis for leaving the Fund.</p>	<p>As above</p>
<p>Authority to agree the terms and payment of bulk transfers into and out of the Fund in consultation with the S.151 Officer.</p>	<p>As above</p>
<p>Authority to consider and approve business plans at least annually and monitor progress against them and to monitor compliance with the Myners Principles on an annual basis.</p>	<p>As above</p>

Delegated Authority	Statutory Reference/ Condition
Authority to develop and maintain a training policy for all Pension Fund Committee and sub-committee members and for all officers of the Fund, including determining the Fund's knowledge and skills framework, identifying training requirements, developing training plans and monitoring attendance at training events.	Regulations under the Superannuation Act 1972
Authority to select, appoint, monitor and where necessary terminate advisors to the Fund not solely relating to investment matters.	As above
Authority to approve and issue Administering Authority responses to consultations on LGPS matters and other matters where they may impact on the Fund or its stakeholders.	As above
Authority to consider and determine where necessary, alternative investment strategies for participating employers.	As above
Authority to oversee the work of the Investment Sub-Committee and consider any matters put to them by the Investment Sub-Committee.	As above
Authority to set up Sub-Committees and Task and Finish Groups including jointly with other LGPS Administering Authorities.	As above
Authority to review and amend the <del>Statement of Investment Principles</del> <b>Strategic Investment policies</b> on an <del>annual</del> <b>appropriate regular</b> basis, in consultation with the S.151 Officer.	As above
Authority to manage any other strategic or key matters pertaining to the Fund not specifically listed above.	As above
<b>Production of an annual report for consideration by the Council.</b>	
<b>In relation to pooled asset arrangements under the LGPS ACCESS Joint Committee:</b> <ul style="list-style-type: none"> <li>• <b>Determining the requirements of the Administering Authority in relation to the provision of services by LGPS ACCESS to enable it to execute its investment strategy effectively;</b></li> <li>• <b>Receiving and considering reports from the LGPS ACCESS Joint Committee in order to ensure that the Fund's investor rights and views are represented appropriately; and</b></li> <li>• <b>Ensuring arrangements are in place to identify and manage the risks and costs associated with investment pooling.</b></li> </ul>	

## 9.1 PENSION FUND COMMITTEE INVESTMENT SUB-COMMITTEE

The Pension Fund Committee shall establish an Investment Sub-Committee with the following membership and powers:-

### Membership

All Investment Sub-Committee Members shall be drawn from Committee membership. The Chairman/woman and Vice-Chairman/woman of the Investment Sub-Committee shall be the Chairman/woman and Vice-Chairman/woman of the Committee respectively.

Representatives of	Number of seats	Term of Appointment	Method of Appointment
<b>Cambridgeshire County Council Members</b>	4	As above	Determined by Cambridgeshire County Council representatives on the Committee. Details of process to be agreed by the Chairman/woman.
<b>All other employers</b>	2	Up to term of office ceasing in accordance with Committee membership or six years whichever is later	Determined by non-Cambridgeshire County Council employer representatives at the Committee. Details of process to be agreed by the Chairman/woman.
<b>Scheme member representative</b>	1	Up to term of office ceasing in accordance with Committee membership or six years whichever is later	By agreement between Active and Deferred/Pensioner Representatives on Committee. Details of process to be agreed by the Chairman/woman.
<b>Total</b>	<b>7</b>		

**Substitutes:** the Pension Fund Committee may appoint substitute members to the Investment Sub-Committee in accordance with the scheme of substitution. Similarly, substitutes for the representatives of All other employers and of Scheme members may be appointed by eligible employers and by Unison respectively.

Delegated Authority	Statutory Reference/ Condition
Authority to implement the Fund's investment strategy <b>including setting benchmarks and targets for the investment pool operator and reviewing performance against those benchmarks.</b>	Regulations under the Superannuation Act 1972
Authority to review and maintain the <del>detailed</del> asset allocation of the Fund within parameters agreed with the <b>Pensions</b> Committee.	As above



Delegated Authority	Statutory Reference/ Condition
Authority to appoint and terminate investment managers to the Fund and to monitor the performance of investment managers leading to review and decisions on termination where necessary <b>where this is not undertaken by the LGPS ACCESS Joint Committee.</b>	As above
Authority to appoint and monitor and where necessary terminate external advisors and service providers solely relating to investment matters, for example, the Fund Custodian, independent investment advisers, investment consultants and investment managers <b>where this is not undertaken by the LGPS ACCESS Joint Committee.</b>	Regulations under the Superannuation Act 1972
Authority to set benchmarks and targets for the Fund's investment managers <b>where this is not undertaken by the LGPS ACCESS Joint Committee.</b>	As above
Authority to monitor the risks inherent in the Fund's investment strategy in relation to the Fund's funding level.	As above
<del>Authority to determine operational matters such as rebalancing and the most appropriate methodology for asset transitions within parameters agreed by the Pension Fund Committee.</del>	As above
<p>Authority to monitor and review:</p> <ul style="list-style-type: none"> <li>• Legislative, financial and economic changes relating to investments and their potential impact on the Fund;</li> <li>• The investment management fees paid by the Fund and to implement any actions deemed necessary;</li> <li>• The transactions costs incurred by the Fund across its investment mandates and raise relevant issues and concerns with the investment <b>providers</b> <del>managers</del> as necessary;</li> <li>• The investment <del>managers'</del> <b>providers</b> adoption of socially responsible investment considerations, on an annual basis, including corporate governance matters and a review of compliance with the UK Stewardship Code.</li> </ul>	As above
<del>Authority to receive reports on Interim Manager meetings and other operational meetings.</del> <b>from investment providers.</b>	<b>As above</b>
Authority to undertake any task as delegated by the Pension Fund Committee.	As above
<del>Authority to provide minutes and such other information to the Pension Fund Committee as they may request from time to time.</del>	



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **Agenda Item No.9**

### **LEADERS' UPDATE MARCH 2017**

This report provides information for Combined Authority Members to update colleagues on devolution activity that has taken place during March. It is intended to be a basis for an update that Leaders may wish to add to.

### **COMBINED AUTHORITY WELCOMED THE SECRETARY OF STATE TO SIGN OUR DEAL**



The Secretary of State for Communities and Local Government, The Rt Hon Sajid Javid MP, visited Wisbech on 16 March. Leaders of the Combined Authority updated the Secretary of State on the pace with which our first devolution deal is being delivered, and signalled a strong intent to secure further deals for the benefit of Cambridgeshire and Peterborough. The visit culminated with the Combined Authority and the Secretary of State formally signing the devolution agreement.

### **COMBINED AUTHORITY FORMALLY CREATED BY PARLIAMENT – AND OUR IMPLEMENTATION PLAN IS ALREADY WITH GOVERNMENT**

The Parliamentary process needed to form the Combined Authority into a legal entity was completed on 3 March – and in the days that followed the Cambridgeshire and Peterborough Implementation Plan has been submitted for Ministerial consideration



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

This is a requirement of all devolution areas, and sets out how the devolution agreement will be achieved. Once approved, it will be made available on the Combined Authority website, alongside other key documents.

### **FIRST £40M OF COMBINED AUTHORITY FUNDING RECEIVED**

On 20 March the first set of funding agreed in the devolution deal will reach Cambridgeshire and Peterborough. £40.5m of funding will be passed to the Combined Authority to begin delivery of the housing and infrastructure needs of our area. This will be followed in April by a further £70.5m as we move into a new financial year.

### **HOUSING: DEVELOPING OUR STRATEGY AND AFFORDABLE HOUSING**

In early March Leaders held a housing strategy development session, informed by the work led by Cllr Peter Topping as Portfolio Lead for Housing.

This session considered the business plan that has been developed for the first tranche of housing investment, and considered the wider strategic issues needed to produce an effective Combined Authority plan.

The results of this session, and other work to date, are captured in a report being considered by the Combined Authority Board Meeting on 20 March.

### **MAYORAL ELECTION 4 MAY**

In the build up to the election on the 4th May of the Mayor for Cambridgeshire and Peterborough, who will Chair the Combined Authority Board, the Department for Communities and Local Government (DCLG) are funding a campaign to raise awareness of the election and the encourage people to use their vote.

<https://ourmayor.campaign.gov.uk/>



**CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY  
OVERVIEW AND SCRUTINY COMMITTEE**

*To:* County Council

*Date:* 28th March 2017

*From:* Councillors Bywater and Reeve,

*Purpose:* To receive a report from Cambridgeshire County Council's representatives on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee

*Recommendation:* It is recommended that Full Council note the content of the report.

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## **1. BACKGROUND**

- 1.1 The Council, at its last meeting, appointed Councillors Simon Bywater and Peter Reeve as the Council's representatives on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee.
- 1.2 It also approved a protocol, for inclusion in the Council's Constitution, to enable the Council's appointee to the Combined Authority, and its appointees to the Combined Authority Overview and Scrutiny Committee, to provide a written report to each meeting of full council.

## **2. OVERVIEW AND SCRUTINY COMMITTEE ARRANGEMENTS**

- 2.1 The devolution governance work stream regarding Overview and Scrutiny Committee arrangements is currently going through the process of selecting its nominations for the committee and getting this approved through the respective councils. All of the members selected will be invited to training sessions around the structure and functions of the new Combined Authority to support them in their role on the Overview and Scrutiny Committee. A date will be fixed once everyone has been appointed."

<b>Source Documents</b>	<b>Location</b>
Council 14 February 2017 - Agenda and Minutes	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/475/Committee/20/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/475/Committee/20/Default.aspx</a>

**REPORT OF THE CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY**

**TO: Cambridgeshire County Council**

**FROM: Chairman, Cambridgeshire and Peterborough Fire Authority**

**DATE: 28 March 2017**

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**1. FIRE AUTHORITY BUDGET 2017/18**

1.1 At its meeting on 9 February 2017 the Fire Authority considered a report on its budget, reviewed the Budget Book 2017/18 and approved the following recommendations:

- an Authority budget requirement of £27,987,000
- an Authority precept of Authority Tax from District Authorities and Peterborough City Authority of £18,375,558
- an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (275,166) ranging from Band A at £44.52 to Band H at £133.56
- approval of the Prudential and Treasury Indicators as set out in the Budget Book (page 9),
- approval of the Treasury Management Strategy Statement as set out in the Budget Book (pages 8 to 13),
- approval of the Capital Programme as detailed in the Budget Book (page 6),
- approval of the Minimum Revenue Provision Policy Statement as detailed in the Budget Book (page 14).

1.2 By way of background, the Draft Revenue Support Grant (RSG) settlement was received on 15 December 2016 and the Budget Book assumed that there would be no change when the final settlement is received (subsequently confirmed as no change). The final business rate estimates received were £200,000 less than originally anticipated. This will slightly change the way in which the capital programme is financed (use of some reserves).

1.3 After discussion at the Policy and Resources Committee meeting in December 2016, the Authority consulted on the option of increasing council tax by 1.9%. The consultation received 100 responses, of which 73% agreed with a proposed increase (a 5% increase on last year's consultation figure).

1.4 Full details of the Budget Book can be found on the Cambridgeshire Fire and Rescue Service website.

## **2. POLICE AND CRIME COMMISSIONER BUSINESS CASE**

- 2.1 On 31 January 2017 the Policing and Crime Bill (the Bill) was granted Royal Assent. As Council will be aware the measures within the Bill are enabling rather than mandatory, recognising that local leaders are best placed to determine the sort of collaboration that is in the best interest of their local communities. Police and Crime Commissioners can lead on the development of a local business case which examines the options set out in the legislation.
- 2.2 At their meeting in October 2016 the Authority received an update from the Police and Crime Commissioner (PCC) for Cambridgeshire in which he made clear his intention to be an 'early adopter' with a preference for the governance model. In this model the PCC would become the new governance mechanism for fire with both the Chief Constable and Chief Fire Officer directly accountable to him. The PCC would also be known thereafter as the Police, Fire and Crime Commissioner.
- 2.3 The Authority in response to this made clear their support of the option within the Bill for the PCC to become a member of the Fire Authority. They also welcomed the opportunity to work in close collaboration with the PCC in the development of his business case to explore both the governance and single employer options and in particular the following;
- A joint commissioning process is undertaken to appoint a suitable consultancy firm.
  - Joint agreement of the terms of reference for the consultants to work to, emphasising the need for a local, bespoke consultancy study that focuses on the needs of Cambridgeshire.
  - The proposed joint Steering Group has a remit to oversee, shape and inform the development of the business case and its recommendations.
  - The Steering Group is tasked with setting out the scope of both a governance and single employer model, which is bespoke to the local requirements of Cambridgeshire.
  - The Authority receives regular reports of the work of the consultancy firm that is appointed and of the decisions of the Steering Group.
- 2.4 The commissioning process concluded with the appointment of PA Consulting Group being contracted to produce the business case. It is anticipated that the first draft will be available mid to late April 2017.

## **3. BLUE LIGHT ESTATES COLLABORATION**

- 3.1 Following the Government consultation to explore opportunities to increase joint working between the emergency services the Service, which has a proven track record of collaboration with emergency services and other public and private bodies, has continued to build upon and add to its portfolio of collaborative work.
- 3.2 Discussions at strategic and operational level have progressed through formalised governance boards to determine where further collaboration might

lead to improved outcomes for the community, improved efficiency or effectiveness, financial savings, economies of scale or increased resilience.

- 3.3 In terms of estates, the most recent development has been the agreement made by the Authority and PCC to jointly review police and fire property holdings in the Huntingdon area to consider the benefits and opportunities for collaborative working and potential efficiencies that can be made with shared buildings. Initial discussions centred around the well developed fire service plans for a new fire station, training centre and headquarters building on the St John's Wood site in the town. As the PCC offered alternatives to this, the Authority put its development at St Johns Wood on hold whilst a full strategic estates review was completed. The outcomes of this review are due to be presented to the Authority in June 2017.

#### **4. SHIFT SYSTEMS**

- 4.1 A review of risk within Cambridgeshire and Peterborough identified that call rates are highest during daytime hours, predominately between 8am and 8pm. This is also the well documented time when the Service has difficulties crewing On-call appliances. The net result is a reduction of frontline fire engines available at a time when call rates are at their peak.
- 4.2 The Service has aimed to mitigate this effect by the creation of the Tactical Delivery Group (TDG) and the payment of existing staff to stand by at key stations to increase availability. Whilst this has provided certain mitigation to the issue, the model is reactive, heavily reliant on the good will of staff and comes at a financial cost.
- 4.3 The Authority previously made a decision to improve the rescue capability of our frontline fire engines as the usage of the rescue vehicles at Cambridge and Dogsthorpe has significantly reduced. These vehicles are currently primary crewed by 20 posts operating on the five watch shift system at a cost of circa £800,000 per annum. The Service felt that if agreement could be reached with the Fire Brigades Union (FBU) to allow for the redeployment of these posts it would enable an improvement in day time fire engine availability without significantly increasing the cost of doing so; commencement of negotiations was agreed at the Authority meeting in October 2016.
- 4.4 As a result of constructive negotiation activity, the FBU team has brought forward a viable shift pattern, currently operated by another fire and rescue service, which is based on a four day on, four day off 12 hour shift pattern. However although the shift pattern is viable, there remain some hurdles to its adoption and no current agreement has been found on this matter.
- 4.5 With this in mind, the negotiation teams have been discussing an alternative arrangement since mid-January. This option would significantly alter the scope of the negotiations by, in essence, removing the current five watch system plus the TDG and replacing it with a system that would place 156 staff on a rotating shift pattern. This option would therefore impact on more staff and will need to be fully analysed. Notwithstanding the progress made, the current position at



time of writing remains that no agreement has been reached on any shift system. In order to enable any changes to be implemented by January 2018, it is essential that a collective agreement is in place ready for Authority agreement by May 2017.

## **5. INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2017 to 2020**

- 5.1 The IRMP is a public facing document covering a minimum of a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The integrated risk management process is supported by the use of risk modelling, 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. 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 performance.
- 5.2 The IRMP document reviews the Service's progress to date and highlights initiatives that will be explored to further improve the quality of service delivery and importantly to further reduce the level of risk in the community within a balanced budget. The document represents the central improvement plan for the Service and as such sets the strategic direction and performance measures that can be used to manage its implementation. Once approved, an action plan is developed that defines the specific objectives that will be undertaken.
- 5.3 Performance against the IRMP is regularly reviewed and held to account through the Authority Overview and Scrutiny Committee.
- 5.4 The main points to note are;
- Fire calls continue to fall despite an increase in population.
  - Difficulties in the retention of On-call firefighters have resulted in fire cover not matching demand during the day time. During the day is the busiest time for fire calls and when on-call availability is at its worst.
  - An ageing demography presents challenges for the Authority in continuing to drive down fire related deaths and injuries.
  - The retirement profile provides opportunity for the Authority to actively drive workforce reform.
  - Further opportunity for the Authority to continue to build upon successful collaborations for efficiency, improved resilience and delivery.
- 5.5 As a result of the points in paragraph 5.4 above, the Service proposed the following areas of work to mitigate these risks or maximise the opportunities;
- Diversification of the role of the fire service to provide greater value to the public by increasing our work with health and social care, together with assisting police colleagues to provide a more coherent response to certain types of incidents.

- Working with representative bodies and staff to better align resources to demand and in addition considering a range of alternative ways to support the retention of On-call staff.
- Further extend our safe and well visits to reach more of the vulnerable in our communities.
- Review our recruitment and promotion processes to ensure we remove any barriers that might affect us recruiting and retaining a diverse workforce.
- Through the Blue Light Interoperability Board, explore the opportunities for shared estate and shared resources where there is a clear case to do so.

5.6 The Authority approved the draft IRMP as presented to its meeting on 9 February 2017, including the appended planning framework. The Council may also wish to know that the Service feels that although they provide an accurate reflection on performance, the current response measures could be confusing to the public. They are therefore proposing to consult the public and stakeholders on a single response measure across urban and rural areas set out on page 35 of the IRMP document

<http://www.cambsfire.gov.uk/about-us/consultations.aspx>

## BIBLIOGRAPHY

Source Documents	Location	Contact
Fire Authority Minutes 2016/17	Fire Service HQ Hinchbrook Cottage Huntingdon	Michelle Rowe 01223 699180 <a href="mailto:Michelle.rowe@cambridgeshire.gov.uk">Michelle.rowe@cambridgeshire.gov.uk</a>