

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

Date: 22nd June 2017

Time: 10.30am – 12. 08 pm

Place: Fire & Rescue Service HQ, Hinchbrooke Cottage, Brampton Road, Huntingdon

Present: Councillors S Bywater, D Giles, M Jamil, L Nethsingha, (Vice-Chairman), J Peach (Vice-Chairman) K Reynolds (Chairman), T Rogers and M Smith

Apologies: Councillor D Adey,

Officers: S Ismail, S Smith, C Strickland, M Warren and R Sanderson

1. ELECTION OF CHAIRMAN/WOMAN

It was resolved to appoint Councillor Reynolds as the Chairman of the Policy and Resources Committee for 2017/18.

2. APPOINTMENT OF VICE CHAIRMAN/WOMAN

It was resolved to appoint Councillor Peach as Vice Chairman of the Policy and Resources Committee for 2017/18.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Adey.

4. DECLARATIONS OF INTEREST

None.

5. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 26th JANUARY 2017

That subject to changing in minute 105 'Date of next meeting' the start time from 10a.m. to 10.30 a.m. the minutes of the meeting of the Policy and Resources Committee held on 26th January 2017 were approved as a correct record and signed by the Chairman.

6. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG

In discussion it was agreed that completed actions which were shown in the current log would not be reproduced in future versions of the log. (R Sanderson/ D Thompson)

The Action Log was noted.

7. MINUTES 23RD MARCH 2017 OVERVIEW AND SCRUTINY COMMITTEE

As the Minutes from the Overview and Scrutiny Committee were only presented for noting, the Chairman asked the purpose of this Committee receiving them.

The monitoring officer explained that this had historically been requested by the Committee to keep the Members apprised of the scrutiny work being undertaken by what was effectively the other half of the Fire Authority membership. Further to a request from one member, it was agreed that in future to save paper they should only be provided as a link.

Rob Sanderson to action

As the issue of an electronic link had been raised, Democratic Services took the opportunity to ask if any of the Members present wished to receive future agenda papers as an electronic link only. All present indicated they would wish to continue to receive a hard copy.

The minutes overview and scrutiny minutes were noted.

8. FINAL REVENUE AND CAPITAL BUDGET POSITION 2016-17 AND TREASURY MANAGEMENT STATEMENT

The budget for 2016/17 approved at the February 2016 Fire Authority meeting had been set at £28.453m with a total precept of £17.773m while a later meeting approved a revenue carry forward of £1.501m from 2015/16 resulting in a total net budget for the current year of £29.954m. As part of the budget preparation process for 2016/17, a total of £650k savings were identified and applied.

The current report provided the final 2016/17 revenue and capital budget outturn position and an update on the Treasury Management position. The report sought approval to a number of carry forwards, which along with maintaining adequate reserves, was seen as critical over the coming years to ensure that the Authority could continue to respond to the Government cuts programme, whilst minimising the impact on service delivery. The Treasury Management Policy required the Treasurer to provide the Authority with an annual report on treasury management activity as part of the final accounts process. The report for 2016/17 was attached at Appendix 2 to the officers' report.

The key points identified included;

- As previously, the Service had undertaken a whole-time recruitment campaign with the aim of being over the establishment figure to take into account retirements. This recruitment had offset the previous under spend, resulting in the budget for wholetime firefighters being marginally over spent at the year end. In contrast as a planned area of reduction and rationalisation, the Senior Management (Leadership) Team had been reduced from four to three senior posts resulting in a £284k underspend in this area.
- The budgets for support and control were under spent at year-end due to increased turnover and subsequent delays in recruiting to the affected posts.
- Property Maintenance had underspent by £68k due to vacancies / long term sickness in the Team which has resulted in an ongoing backlog.
- Insurance was showing an £85k underspend. The new indemnity company with nine partners went live in October 2016 and while there had been one significant claim on a property from the authority, the low number of claims had resulted in a lower premium charge.
- The under spend against the supplies and services budget related to projects

running behind schedule and monies set aside for budget reductions in 2017/18 not being fully spent. In addition, there were some carry forward requests and orders not yet received. The under spend had been utilised to finance capital expenditure.

- A significant underspend requiring carryforward was in respect of the Government funded ESMCP project.
- The operational fire budget was under spent owing to both the On-Call firefighter establishment being below that forecast and a significant reduction in operational incidents compared with previous years.
- The final outturn position on the revenue budget, before application of carry forwards, reflected the spending trend reported to the Policy and Resources Committee in December 2016. After applying the carryforwards there was an under spend of £74k. A summary of the final outturn was provided as follows with further details set out in Appendix 1 to the report.

Final Revenue Outturn Position

Budget Area	Under (-) / Over (+) £'000
Controllable expenditure/income	-2,410
Safety Netted Expenditure*	-393
Over achieved Precept income	-243
Committed Revenue Expenditure	569
Committed Capital Expenditure (Scheme in Progress)	252
Delegated Budgets Carried Forward	2,154
Rounding	-3
Final Under(-) spend from 2016/17	-74

- The Authority's Draft Balance Sheet was presented at the meeting and can be viewed along with the draft Statement of Accounts at the following link:

<http://www.cambsfire.gov.uk/Statement%20of%20Accounts%20201617%20-%20DRAFT.pdf>

Particular attention was drawn to the position relating to the Authority's Reserves required to provide it with financial flexibility when dealing with unexpected circumstances, with a summary of movements in existing reserves shown in tables in the report showing the useable general reserve as £2,422k and details provided on the Specific Reserves set aside to provide for known or predicted liabilities.

- A table provided details of the Capital Reserve – the property development reserve used to finance the costs of refurbishing and rebuilding the authority's estate. Due to the current cessation of the project to move the headquarters to a new building, realistically the current H.Q building was likely to be needed for another three years. As a result of no expenditure having been undertaken in the last ten years (on the expectation that the service would be moving), investment was now urgently required to bring it up to a reasonable standard and to make it user friendly. This included the need painting for redecoration and a window repair / replacement

programme. Suggestions on what should be included in the improvement programme was to be the subject of a staff consultation exercise.

- A table provided details of the final expenditure figures on the Capital Programme and included:
 - the purchase of operational and non-operational vehicles. The adjustment shown in the report table was in respect of carry forwards for service cars, vans and fire appliances ordered in 2015/16 but not received. In year, the Authority purchased three fire appliances and 31 other vehicles.
 - the maintenance of existing properties and the investment in new facilities. The adjustment shown in the report table related to a carry forward from last year of funds provided for the rebuild of Yaxley fire station, as well as other committed capital improvements at fire stations.

Issues raised in discussion included;

- A question was raised whether a further full recruitment drive would be required in the future. It was explained that officers were closely monitoring the age profile of current fire fighters and while the current year was considered adequate in that there were a disproportionate number approaching retirement within the next five years this would require additional recruitment to be undertaken. At the present time it was likely that there would be a need for a further recruitment campaign next year in order to have new firefighters in place by January 2019.
- A question was raised regarding the significant savings made in some areas and whether this reflected good planning. In response it was explained that substantial effort had been undertaken to identify savings due to the budgetary pressures associated with reduced central government funding which required further large on-going savings to be made.
- Regarding a query on the budget line reading 'Pensions – Injury Awards' and whether they were significant, it was explained that the large part of this related to historic costs. Ill health retirements had reduced significantly as a result of changes to government legislation and the robust systems in place to ensure they were only granted in cases of genuine injury and were only running at one or two a year. Details of the two stage procedure was orally provided including the second stage IQMP process being an independent medical assessment.
- In respect of the proposal for a training centre on the Monkswood site this was currently the subject of a pre-planning application which would take six weeks which would provide advice on the likelihood of the planning application being successful and was also linked to the viability of the Police and Crime Commissioner business case. Another member queried the position regarding the St Johns site. It was explained that the site was still available, but was on hold until the viability of Monkswood was established. The latter had the advantage of the land value being free.
- Another Member asked what the position was regarding the intended national Waterbeach site which had never been occupied. It was explained that the building was still vacant with the cost being picked up by Central Government. In terms of the authority taking it over as the new H.Q. this had been discounted due to the high cost

of obtaining it (£1.3m) which was significantly higher than the value of the current H.Q. site.

- There was a request from Councillor Rogers as a new member to the Committee to be briefed on the detail of all the different site options that had been referred to. It was agreed that should be undertaken as a fifteen minute introduction to the workshop to be held that afternoon. **Action: M Warren**

It was unanimously resolved to:

- a) note the revenue and capital budget outturn position,
- b) approve the requested budget holder carry forwards required for the following:

Funding requirements	£'000
Community Fire Safety	216
Operational Equipment	275
Information and Communications Technology (ICT) Capital	100
Property Capital	351
Business Development – Service transformation and Efficiency Programme (STEP)	224
Emergency Services Mobile Communications Project (ESMCP) Grant Funding	833
Fleet Capital	68
Local Resilience Forum Funding	42
Other	45

- c) note the year-end balance sheet position as at 31 March 2017,
- d) note the annual Treasury Management Statement.

9. SOCIAL MEDIA POLICY UPDATE

The Committee received for approval a refreshed Social Media Policy.

It was explained that the Service has had a social media policy since 2007/08 when the Service began to use social media for business use. In drawing up a Policy the Service recognised that employees also made use of social media in a personal capacity outside of work and while they were not acting on behalf of the organisation, it was important employees were made aware that they could damage the reputation of the organisation if they posted material that was offensive to others, or went against the policies and values of the organisation.

The Policy provides guidance to staff when using social media for work and in their personal lives. The refresh was to ensure it was up to date and was an easy to use guide for staff on what was considered acceptable and what was not and, to ensure staff were aware of issues that could result in breeches of data protection and other legislation.

Issues raised in discussion included:

- In response to a question, it was confirmed that the Policy was for staff at all levels, including senior officers, to adhere to. Any breaches of the Policy could result in disciplinary action in accordance with the Service's Disciplinary Policy. While the guidance was also applicable to elected Members on the Authority, breaches by elected members could be seen as a Member Code of Conduct issue.
- With reference to page 55, listing the wide range of categories that could cause employees to have breached the Policy, one Member expressed deep concern that the Code had the potential to be used in a draconian fashion by management to discipline and even dismiss staff. The implication being that it could be used to stop staff ever being able to criticise their superiors. The Member wished to see more detail included in terms of specific examples of unacceptable content that would warrant disciplinary action. In response and to provide reassurance, officers explained that any breaches were dealt with through an initial light touch, proportional response approach. This involved first speaking to the member of staff to explain why their action was seen to have contravened the Policy. Disciplinary action processes would only be undertaken if advice continued to be ignored or if the reputational damage to the Service had been so great as to warrant formal action, which could be at misconduct or gross misconduct level. In each case the specifics would be looked at. It was also explained that the list only mirrored the same type of misconduct issues already included in the separate, Disciplinary Policy. It was however conceded that a different Management Team from that currently in place, could in the future, using the same policy, adopt a different approach.
- A question was raised regarding whether new staff were required to sign any documents on Social Media use. In reply it was explained that all new staff received an induction programme which included making them aware of a number of the Authority's policies, including the Social Media Policy.

Having taken on board the assurances provided by officers, during further discussion, changing the text to provide a more prescriptive policy was not supported.

It was unanimously resolved:

To approve the refreshed Social Media Policy.

10. FIRE AUTHORITY PROGRAMME MANAGEMENT MONITORING REPORT

This report provided an update on the progress of the most significant resourced corporate projects which were directly linked to the delivery of corporate priorities as shown in appendix 1 to the report (referred to as type 3 and Type 2 projects) that had been given priority in the Business Development Programme for the forthcoming financial year.

Key projects highlighted were:

- The Combined Fire Control (CFC) Mobilising Solution Upgrade - This still required significant challenges to ensure the system worked effectively, with the supplier very aware of the Authority's position.
- ESMCP (Emergency Services Mobile Communications Project) – It was explained that this was a Central Government controlled project also to be used by the Police and Ambulance Services to replace the current hand held radios. It was vital that it also would be able to connect to the CFC system in a secure manner. It was

explained that the project had been the subject of repeated delays there was still no identified date for it going live.

- CPSN (Cambridgeshire Network) Public Services – a project to replace the current broadband. This showed as a red risk and was a County Council led project which had also incurred significant delay. As an oral update it was indicated that progress was now being made and that its risk status was likely to change in future update reports. As an additional update, Councillor Nethsingha indicated that a report had been received at the County Council's General Purposes Committee the previous week. The Committee had been agreed to extend the current provider of the Cambridgeshire Public Services Network (CPSN) Contract for a further 18 months to allow detailed investigation of the market, to ensure a future contract achieved both a best approach to connectivity, as well as a cost efficient solution for the Council and its partners.

In discussion Members raised issues / responses were provided to questions including:

- Highlighting that the Lead Members details in the current document required updating, as they included Members who had not been re-elected and were no longer Members of the Fire Authority. **Action: Matthew Warren**
- Regarding a query on why a large number of projects were on hold, it was explained that this was due to resource limitations.
- A Member queried the progress being made on the national Co-Responding Project that had been trialled in several of the Authority's stations. It was explained that no further stations had been added as currently pay negotiations were ongoing with the Fire Brigades Union (FBU) , who cited this as one of the areas of additional responsibility where they felt their members were not receiving financial recognition. If the negotiations at a national level was unsuccessful, the trials would be terminated. On the other hand, it was also highlighted that if the FBU was successful in their pay demands, this would have a financial implication for the Service.
- One of the new Members asked why the two central Government funded projects were only shown as amber, as if they were centrally funded, the money was available. It was explained using the example of ESMCP, that although the project duration was to 2020-21, the Government could not guarantee funding for more than two years ahead.
- The Chairman queried whether the report, which was essentially a monitoring report, was more appropriate to be received by the Overview and Scrutiny Committee. In response it was explained that as these were live projects with substantial financial resource input, they required to be reported to the Committee responsible for resources. Where projects had finished or had incurred significant delay issues / or had to be abandoned, then this would be appropriate for a separate review by the Overview and Scrutiny Committee.
- Regarding forthcoming risk areas in terms of a call on additional resources / statutory compliance, two areas were highlighted, the Grenfell Tower fire disaster and any future requirement for additional checking of public buildings and the new 'General Data Protection Regulation' (GDPR) whose requirements came into force from May 2018. The latter was a refresh of the current Data Protection Act with very significant

implications in terms of higher penalty fines for non-compliance for all public sector organisations.

It was resolved:

- a) To note the programme status report as at May 2017, attached as appendix 1 to the Officers' report.
- b) To receive a report on GDPR at the next meeting in September and for it to be added to the Forward Agenda Plan. **Action: Sam Smith / Deb Thompson**

11. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER MONITORING REPORT

The Committee has the role to bi-annually review the Strategic Risk Report to ensure all perceived high and very high strategic risks were included and assessed at the correct level with associated actions to address the identified risks. This report provided an update on the Strategic Risk and Opportunity Management Register as at May 2017.

The distribution of risk from the Strategic Risk Register was shown in section 5.8 of the report and set out the spread of risk scores with an accompanying short description of each risk. It was highlighted that the following two risks were scored as **Very High** risks, and had actions in progress to reduce them:

Risk Number	Risk Description
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.

The ICT Shared Service agreement with Bedfordshire Fire Authority and the introduction of the General Data Protection Regulation (GDPR) had triggered three **Very High** event driven risks with a live status as summarised below:

Risk Number	Risk Description
STA – R100	There is a risk that the ICT shared services BFRS and CFRS 2 employers causing friction between members of staff leading to a loss of productivity and staff, directly affecting the ability of ICT shared Service to deliver to meet the needs
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the services currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.

STA - R091	There is a risk that due to difficulties in the joint administration of the ICT shared Service, it may need to be re-in sourced causing a budgetary increase and loss of resilience
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The Emergency Services Mobile Communication (ESMCP) Project had triggered three **Very High** event driven risks with a status of live as summarised below:

Risk Number	Risk Description
STA - R093	There is a risk that the ESMCP solution being offered is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for CFRS to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications

Paragraph 5.6 of the report set out fourteen risks scored as **High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these.

Questions raised on the report included:

- Asking for more detail on the risk associated with the Shared Services agreement. It was explained that this was due to the different terms of conditions in the two Services. Ideally it would be desirable to have one, uniform set.
- Regarding STA 117 reassurance was requested that safe and well visits were still being carried out for the most vulnerable. It was explained that the Commander in Community safety had been stood down but the community safety was still a priority within what were limited resources. The Fire Protection Commander was currently investigating what additional support could be provided. It was highlighted that GDPR would put the onus on the Service to control all the data it had on vulnerable people and to ensure it was used correctly. The implications / challenges around GDPR and the huge additional burden around the inspectorate process could require adding a Data Protection officer post to the Service, this would be looked at further as another option would be to add it to another existing post's duties.
- On the issue of supporting vulnerable people, one Member asked whether there was a co-ordinated partners' approach to ensure there was no duplication / overlap of provision and whether there could be greater sharing of data. In reply it was indicated that the Service did work with partners as part of the work of the Local Resilience Forum.
- Regarding a query raised on whether it was possible to have a partner shared approach to prevent cyber-attacks, this was limited, as each partner had responsibility for securing their own, independent systems.

- STA R118 – Request for this to be re-written as currently it did not make sense and others to be looked at as well to ensure greater clarity (*Note e.g. STA R100*)

Having reviewed and discussed the report:

It was resolved to:

- a) Note the Strategic Risk Report and risk distribution.
- b) To note the Strategic risk Review attached as Appendix 1 to the report.

12. STRATEGIC WORKFORCE DEVELOPMENT ACTION PLAN UPDATE

In January 2017, this Committee received a report detailing the progress in relation to strategic workforce development, particularly in the context of the recommendations made in the Government's Thomas Review (an independent review undertaken of conditions of service for fire and rescue staff in England). The Committee approved that Officers should proceed with converting the identified opportunities from the Thomas Review into a prioritised action plan to be brought back for comment and approval.

The purpose of this report was to update the Committee on the prioritised action plan and the opportunities identified, which had been taken into account as part of the wider review of risk and opportunity in the development of people section of the Integrated Risk Management Plan (IRMP) and associated action plan. The IRMP had been approved at the full Fire Authority meeting the previous week. The people section of the IRMP action plan was attached at Appendix 1 to the report showing the proposed actions to further advance the development and profile of the Service's workforce to cover the period 2017 to 2020.

Issues raised in discussion included:

- Reference 3.2 page 109 'Creating and implementing an action plan in response to the results of our 'employee engagement survey' – a Member queried whether the % engagement score figures should have been included, as currently they had not been inserted. In response it was clarified that since the report publication this had been amended with text. *Note: the measure for this action now reads "By 2020 we will have improved our employee engagement score compared to 2015 baseline, with plans in place to ensure sustainability"*.
- Reference 3.57 on page 109 of the report - there was a request for an information update on the introduction of the apprenticeship scheme. In reply it was explained that the Service paid a levy of c. £80K per annum to a Central Government fund which had the intention of supporting an increase the number of apprenticeships. In addition that Central Government have set a target for all public sector employers to start a number of new apprenticeships per year equivalent to 2.3% of their headcount. The Service was currently investigating ways to create apprenticeships, looking initially at areas within the professional support sections of the Service such as: Vehicle technicians, ITC support and Administration support functions. In addition, sector-specific apprenticeship schemes (e.g. for operational Firefighters and Fire control staff) were currently in development, and the Service planned to utilise these in the future. For each apprenticeship created, the Service would be

able to clawback monies from the levy paid made in terms of costs of training and assessment, but not the salary or other associated costs.

- On the same issue another Member asked if the Service was talking to partners to co-ordinate work particularly in relation to sharing good practice. In reply it was indicated that discussions were taking place, and while cost sharing opportunities could be looked, at in terms of clawback on monies, this was specific to apprentices identified as having been created within a specific service.
- Reference 3.6 titled 'Further work to ensuring there are no barriers to improving the diversity of our workforce,,, ' There was a request for an oral update on progress. It was indicated that gender diversity had improved with an increase in the number of female staff employed, but that recruitment from the Black, Asian and other ethnic minority (BAME) communities were still under-represented, and more work needed to be undertaken to build bridges with these diverse communities, as well as to reach more vulnerable members of these communities. To address these would require a longer timescale.
- 3.8 'Conducting an equal pay audit' – A Member asked why this was an action, as the Service should already be complying with statutory equal pay legislation which had been around for a long time. In response, it was explained that the Service had a good record of compliance with periodic reviews undertaken to ensure that there was no slippage in respect of legislative requirements. The last one had been undertaken in 2014 which had concentrated on professional support staff (as pay scales for operational firefighting staff are set more rigidly at a national level) The focus this time would be broader, to encompass all staff. It was explained that there was a requirement to report on 'Gender Pay Gaps' with the current evidence showing that the Service did not have an equal pay / gender gap issue. To date, any minor discrepancies identified had been investigated and found to be related to length of service.

It was resolved:

To note the information given as an update.

13. WORK PROGRAMME

The Committee Work Programme as updated at the meeting in respect of bringing back a report to the September on the risks and a work programme on GDPR meeting was noted.

14. DATE OF NEXT MEETING AND FUTURE MEETINGS

The Policy and Resources Committee noted that its next meeting would be at 10.30 a.m. on Thursday 28th September with future scheduled dates at the same day, time and venue as follows:

Thursday 14th December
Thursday 25th January 2018
Thursday 12th April 2018
Thursday 28th June 2018

Chairman
28th September 2017