

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Tuesday, 20 December 2022

14:00hr

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

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>
2. **Minutes of the Policy and Resources Committee meeting held 28th April 2022** 3 - 10
3. **Committee Action Log** 11 - 12
4. **Draft Fire Authority Budget 2023-24 and Medium term Financial Strategy**
- to follow
5. **Revenue and Capital Budget Monitoring Report 2022-23** 13 - 18
6. **CFRS Potential Industrial Action Update**
- to follow

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

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

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

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

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

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

<https://www.cambsfire.gov.uk/fire-authority/meetings/>

Councillor Mohammed Jamil and Councillor David Over Councillor Michael Atkins
Councillor Simon Bywater Councillor Bryony Goodliffe Councillor Edna Murphy Councillor
Kevin Reynolds Councillor Philippa Slatter and Councillor Mandy Smith

Clerk Name:	Dawn Cave
Clerk Telephone:	01223 699178
Clerk Email:	dawn.cave@cambridgeshire.gov.uk

Cambridgeshire and Peterborough Fire Authority Minutes of the Policy and Resources Committee meeting

Date: 28 April 2022

Time: 2.00pm – 3.05pm

Place: Fire HQ

Present: Councillors: S Bywater, B Goodliffe (Chair), M Jamil (Vice Chair), E Murphy, D Over, P Slatter and M Smith

Officers: Jon Anderson, Dawn Cave, John Fagg, Shahin Ismail, Chris Strickland, Tracey Stradling, Deb Thompson and Matthew Warren

Apologies: Councillors Peter McDonald and Kevin Reynolds

9. Apologies for absence and declarations of interest

Apologies were presented on behalf of Councillors Peter McDonald and Kevin Reynolds.

There were no declarations of interest.

10. Minutes of the Policy and Resources Committee held 26th January 2022

The minutes of the meeting held on 26 January 2022 were approved as a correct record.

11. Policy and Resources Committee Action Log

The Action Log was noted.

12. Annual Review of the operation of the ICT Shared Service Agreement

The Committee considered the outcome of the annual review of the operation of the ICT Shared Service Agreement for the period 1 January 2021 to 31 March 2022.

Introducing the report, the Head of ICT outlined the background to the Shared Service Agreement with Bedfordshire Fire and Rescue Service (BFRS). He explained that the focus was very much on customers, and the service desk module of the new service management tool, HALO, which was being used to manage ICT incidents automatically canvasses users for their level of satisfaction with how the incident was handled. Members noted that satisfaction levels were very high, at over 98%.

Inevitably the Covid-19 pandemic had impacted significantly on the work of the ICT Shared Service, especially given the high level of remote working, although it was noted that many of ICT team still had to be on site during that period for various aspects of their work.

Cost apportionment between Cambridgeshire and Bedfordshire was approximately 50/50, but adjusted to reflect the use of resources by each organisation, with the detail being checked monthly and confirmed annually.

Progress had been made during the year migrating services to Cloud technology i.e. offsite servers, which provided both organisations with much greater flexibility. In response to a Member question about the use of Cloud technology and cyber security, officers confirmed that one of the benefits of moving to Cloud based was that in-house expertise and experience of cyber security was limited, so being hosted remotely on the Cloud platform meant that both organisations benefited from the expertise of the major IT company on cyber security matters. Officers also outlined additional measures being taken to ensure the Cloud platform could not be accessed e.g. from overseas.

Arising from the report:

- A number of Members queried the split in costs. It was confirmed that it was not an exact 50/50 split, as it was dependent on the running costs of teams and specific individuals. As detailed in the report, the cost allocation for 2021-22 was nearer 51% Bedfordshire/49% Cambridgeshire;
- In response to a Member question, it was confirmed that there had been tentative approaches in the past from other bodies to join the Shared Service, but none of these discussions had come to fruition. Increasing the number of organisations involved would result in greater resilience, but it was a complex, time consuming arrangement, requiring partners to fully engage and have similar objectives. It was also important that partners worked in a comparable sector;
- A Member asked if it would be possible to withdraw from Cloud hosting arrangements in future. Officers outlined the benefits of Cloud hosting, and advised that many providers required organisations to move to Cloud

hosting arrangements, so it was unlikely that it would be possible or desirable to withdraw from these arrangements in future;

- A Member asked if the variances in Terms and Conditions between the two organisations posed a problem, and whether this was a risk the Fire Authority should be aware of? Officers responded that differences had always presented a challenge, especially from a management perspective, as there were two sets of staff working alongside each other on different pay and conditions. This risk was included on the Risk Register, but was not considered to be a high risk area.

Members noted that Mark Dix, a Cambridgeshire Fire officer who was key to the shared service arrangement, had recently retired. The Committee wished Mark well on his retirement, and noted that his replacement, Dave Daws, had experience of the shared service arrangements.

It was resolved unanimously to:

- 1) note the outcomes of the annual review of the operation of the ICT Shared Service Agreement;
- 2) note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

13. Strategic Risk and Opportunity Management Monitoring Report

Members considered an updated Strategic Risk report, as at July 2021, highlighting those risks that were considered to be above the risk appetite of the Authority.

Members noted:

- Two new risks had been added to the Risk Register, relating to fires involving large scale electric vehicle (EV) charging and battery storage and the lack of regulation and enforcement for EV charging points and storage points. There was little experience generally with these type of fires, including the risk of “thermal runaway” with EVs, which was effectively a self-sustaining fire. Funding had been secured nationally from the Home Office to review these risks. In response to a Member question, it was confirmed that there had not be an increase in these type of fires across Cambridgeshire and Peterborough;
- Cyber security remained one of the highest risks posed to the Service;

- ESMCP Airwave (R164) remained a high risk, which related to the Home Office project to move the current telecoms system from 'Airwave' to a system which was run on the mobile phone network. The project was overrunning significantly, and was not expected to be delivered until 2027 or later. A Member observed that technologies would have moved on significantly by that date. It was debatable whether this was the Fire Service's risk or government's risk, given that the considerable ongoing expense of maintaining the Airwave system was being funded by government;
- The other major risk related to the inherent conflict between staff development and ridership, which means the Service may struggle to meet both priorities at the same time, especially given the significant intake of new operational firefighters.

It was resolved unanimously to:

review and note the strategic risk report.

14. Estate projects - update

The Committee considered an update on ongoing estate projects.

Huntingdon Fire Station and Training Centre was progressing well, and was on schedule for a September handover. Members noted that whilst the site may be completed by September, functions would move to the site in a structured, incremental way, with the site not expected to be fully operational until June 2023.

Pre application advice had been sought from Huntingdonshire District Council regarding the existing Huntingdon site, particularly on scale and density issues, and two residential schemes had been proposed. In response to a Member question, it was confirmed that there would be a significant affordable housing component on that site if housing was progressed, in line with District Council requirements, but other options, including a hotel or care home were also being considered. A balance would be struck so that the District Council's requirements were met, especially with regard to affordability, whilst achieving value for money for CFRS. It was confirmed that the communications aspects, especially in terms of expectations, would be carefully managed for both the new and existing Huntingdon sites.

Cambridgeshire Constabulary had secured a positive planning consent to extend the fire station at St Neots, which would enable a co-located Police

and Fire site. The project plan, including timescales, was currently being drafted.

The Service was working with Cambridgeshire Community Services to potentially redevelop the St Ives site, which would involve relocating the current St Ives fire station. In response to a Member question, it was confirmed that the Service would be engaging with the Town Council and Local Members at the appropriate time.

Cambourne fire station was now ready to house the operational crew, which was being transferred from Papworth. The Service had engaged with both Parish Councils and there was already much interest in the Papworth site.

It was resolved unanimously to:

note the progress against the estate projects to date.

15. Firefighters Pension Scheme

The Committee received an update on the Pensions Immediate Detriment.

Members were reminded that at the Fire Authority meeting in November, they had been advised that an agreement had been made between the Local Government Association (LGA) and the Fire Brigades Union (FBU) that any payments made through the pension administrator, which later transpired to be incorrect, would not be challenged. This proposed approach had been reliant on advice and guidance given by HM Treasury and the Home Office, which had subsequently been withdrawn. This situation left the Fire Authority and individuals potentially vulnerable to additional costs and tax charges as result of the appropriate legislated safeguards not being in place.

There were ongoing discussions between the LGA and FBU, but no revised agreement had been formally agreed. The Home Office had issued very clear advice that immediate detriment claims should not be processed until legislation was in place, which would be no later than 01/10/23. CFRS had communicated with effected individuals throughout this process, especially the potential pitfalls in terms of their personal tax position. It was noted that those individuals would eventually receive the money they were owed, with interest, but it was an ongoing delay.

A Member commented that this was a very unsatisfactory situation, but was regrettably beyond the control of the Fire Authority.

It was resolved unanimously to:

note the latest position with regards to immediate detriment which is to suspend the processing of immediate detriment claims until the appropriate (legislated) safeguards are in place.

16. Commercial and Procurement activity - update

Members considered the first annual review of commercial activity of the organisation for the financial year 2021/22, the key priorities for financial year 2022/23 and an overview of changes to Public Procurement. The Committee noted that the Procurement Team was renamed in 2021 as the Commercial Team to better reflect its core function, which was to ensure managers were aware of their commercial responsibilities and seek to drive value for money. This was particularly important at a time of global uncertainty for the world supply chains and rising inflation.

Arising from the report:

- A Member queried the reference to a Tenancy Agreement in Ely. Officers advised that the Service still owned a number of domestic properties, left over from the days when “fireman’s houses” were offered near fire stations. This property had been retained for some on call use;
- Members noted the importance of the commercial awareness training;
- Members agreed that the report should be presented to the Committee at least annually.

In response to a Member question, officers confirmed that the new regulations required the Service to consider Social Value as part of the scoring process for procurement, and explained how the Service was well networked in different communities, especially through on call officers. An example was given of where an on call officer who worked for a large Cambridge Tech company, and as a result of this connection, high specification, nearly new IT and PT equipment and furniture had been gifted to the Service, which had saved the Service considerable money and also carbon savings.

It was resolved unanimously to:

note the contents of this report.

17. Work Programme

Members considered the forward Work Programme.

Given the proximity of the June and July Committee meetings to the Fire Authority meeting on 16th June, the Deputy Chief Executive advised that he would be taking a view on which reports to bring to which meeting, to avoid duplication of reports. There would also be a Member visit to the St John's site on the morning of 16th June.

Fire Authority
Policy and Resources
Committee

Minutes - Action Log

This is the updated action log as at 12 December 2022 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

Minutes from the 26 January 2022 Committee					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
7	Fire Authority Programme Management - Monitoring Report	Scrutiny and Assurance Manager	Huntingdon relocation a Member visit would be arranged in the near future.	Site visit took place on the morning of 16 June 2022.	Completed
Minutes from the 28 April 2022 Committee					
16	Commercial and Procurement Activity - Update	Scrutiny and Assurance Manager	Members agreed that the report should be presented to the Committee at least annually.	Included in work programme.	Completed

To: Policy and Resources Committee

From: Deputy Chief Executive Officer (DCEO) - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren

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

Date: 20 December 2022

Revenue and Capital Budget Monitoring Report 2022/23

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on revenue and capital spending as of 30 November 2022.

2. Recommendation

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

3. Risk Assessment

- 3.1 Economic – the greatest risk to the in-year budget is the impact of inflation on prices and pay. The Authority may have to use reserves to balance spend at the end of the financial year.

4. Background

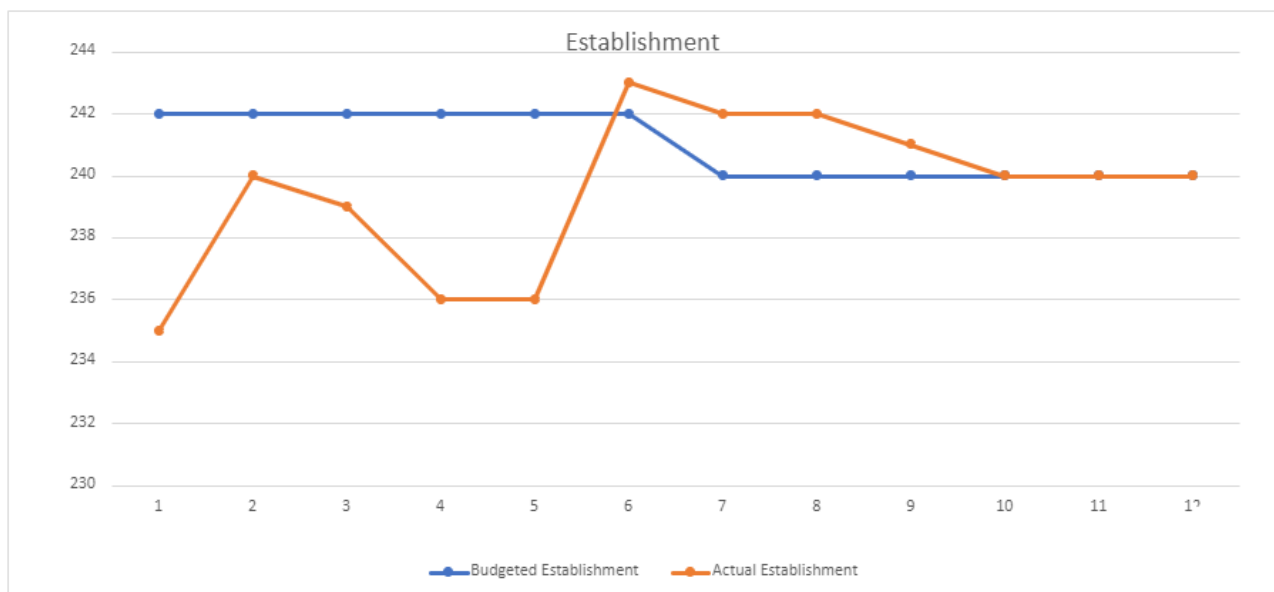
- 4.1 The budget for 2022/23 was approved at the Fire Authority meeting held in February 2022. The total budget was set at £31.226m with a total precept of £22.215m.
- 4.2 At its meeting in June 2022 the Authority approved a revenue carry forward of £1.676m. The carry forward included grant income of £0.641m. The revised revenue budget for the 2022/23 financial year is therefore £32.902m. Further adjustments have been made in respect of revised business rates income, savings on rateable values and additional income. This totals an additional £77k, making the revised budget £32.979m.
- 4.3 A budgetary control summary showing the main variations to the end of November 2022 is attached at Appendix 1. The carry forwards highlighted in Paragraph 4.2 above have been incorporated into the current year budgets.

5. Inflationary Pressures

- 5.1 As highlighted through the budget setting process for the 2022/23 financial year, inflation was deemed the greatest risk to the financial sustainability of the Fire Authority in the short to medium term. Unfortunately, this risk has now become an issue and whilst the budget position appears relatively healthy, the full impact of these inflationary pressures, specifically pay inflation and energy costs, will not be known until later in the current financial year or even the next financial year. We continue to work hard with all budget managers to control costs but the inevitable impact of inflation will provide challenging as we move through this financial year and into the next.

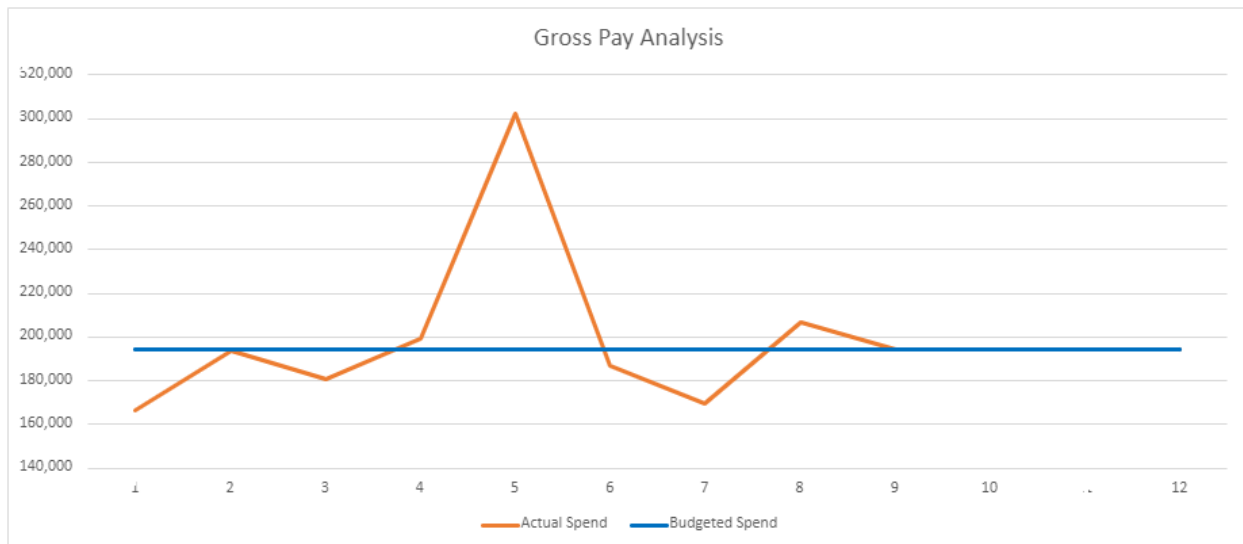
6. Update – Revenue Expenditure

- 6.1 The budget for full-time firefighters is showing an underspend at present because the Service has been slightly below its budgeted establishment to this point in the financial year. In addition, no pay award has yet been applied for operational firefighters. The Service did budget for a 2% pay award however the latest offer made by the employers is 5%. This will create a significant overspend against this budget when it is applied. An exact overspend position will be dependent upon turnover of firefighters and this will be closely monitored as we go through the remainder of the financial year.



- 6.2 The pay award for professional support employees has now been agreed, averaging 6% for NJC employees and 5% for management band employees. This is significantly greater than the 2% budgeted and will result in an on-going budget pressure. This pressure will be slightly offset in-year as a result of higher than usual staff turnover and challenges currently being experienced when attempting to recruit to vacant positions. The turnover of professional support employees is impacting on delivery within certain aspects of the Service, requiring it to prioritise workloads and projects accordingly.

- 6.3 The premises budget is currently underspent by £109k. Energy costs are currently subject to inflationary pressures; the previous fixed tariff came to an end in October and the full impact of energy increases will not be known until after the winter months. It is however anticipated that costs will significantly exceed the budget.
- 6.4 The supplies and services budget is showing an underspend. This is owing to the expenditure against specific ICT contracts being incurred later in the financial year. This budget is also where all savings identified as part of the comprehensive spending review preparation project are held. These savings are going to be applied to fund the budget gaps caused by inflationary increases at year-end.
- 6.5 The operational fire budget relates to On-Call firefighter expenditure. This expenditure fluctuates according to demand and will be monitored through the financial year. The current budget is overspent significantly. This overspend was caused by the high levels of operational activity over the summer. Whilst the Service will try to absorb some of these costs in year, it may have to call on its general reserve to fund this overspend.



7. Update - Capital Expenditure and Financing

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

		Original Budget	Carry Forwards	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	7.2	1,655	1,216	2,871	2,206
Land and Buildings	7.3	4,220	54	4,274	5,399
Equipment	7.4	269	169	438	372
IT and Communications	7.5	775	2	777	802
					0
		6,919	1,441	8,360	8,779
Financing					
Capital Receipts		-543	0	-543	-457
Loan		-3,019	0	-3,019	0
Application of Reserves		-3,000	-1,441	-4,441	-7,965
Revenue Contribution		-357	0	-357	-357
		-6,919	-1,441	-8,360	-8,779

7.2 This budget covers the purchase of operational and non-operational vehicles. The purchase of new vehicles is in line with the revised Fleet Strategy and Plan. It also considers the new sustainability strategy. The revised forecast provides for seven new fire appliances of which three have been carried forward from the previous financial year. The Service has seen significant delays in replacing parts of its silver fleet with £226k of the carry forward budget relating to the prior year capital programme.

7.3 This budget covers the maintenance of existing properties and the remaining investment in the new Huntingdon fire station and training centre, which will be funded from the Property Development Reserve.

7.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators. The carry forward relates to expenditure committed in the last financial year for new battery operated cutting equipment.

- 7.5 The IT and communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The purchase and implementation of the new ICCS and mobilisation system is included within this budget.

Source Documents:

Revenue and Capital Budget Monitoring Reports for 2022/23

Location: Hinchingsbrooke Cottage, Brampton Road, Huntingdon PE29 2NA

Contact: Deb Thompson, Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		13,258,007	8,873,006	8,700,390	-172,616	-2%
Control Room Staff		1,728,340	1,148,482	1,114,796	-33,686	-3%
Local Govt. Employees		3,242,151	2,287,301	2,676,240	388,939	17%
Senior Management (Hay)		4,061,767	2,722,350	2,450,967	-271,383	-10%
Recruitment & Training		591,658	423,388	422,068	-1,320	-0%
Fire Allowances		697,719	541,928	541,623	-305	-0%
EMPLOYEE COSTS	6.1 - 6.2	23,579,642	15,996,455	15,906,084	-90,371	-1%
Property Maintenance		435,221	284,033	246,555	-37,478	-13%
Insurance		62,840	57,477	45,038	-12,440	-22%
Energy Costs		368,810	215,768	170,376	-45,392	-21%
Cleaning		48,587	34,859	20,948	-13,911	-40%
Rents & Rates		657,729	657,729	657,810	81	0%
PREMISES	6.3	1,573,187	1,249,866	1,140,726	-109,140	-0
Car & Cycle Allowances		38,533	25,285	22,765	-2,520	-10%
Vehicle Running Expenses		179,978	120,204	152,466	32,262	27%
Vehicle Insurance		157,620	147,329	141,054	-6,275	-4%
TRANSPORT AND MOVEABLE PLANT		376,131	292,818	316,285	23,467	0
Office Expenses		307,811	221,227	140,888	-80,339	-36%
IT & Communications Equip.		2,354,701	1,509,141	1,536,321	27,180	2%
Fire Equipment		324,213	229,671	146,237	-83,434	-36%
Uniforms & Clothing		502,725	335,259	234,298	-100,961	-30%
Other Supplies & Services		2,213,607	1,780,369	804,010	-976,360	-55%
SUPPLIES AND SERVICES	6.4	5,703,057	4,075,667	2,861,755	-1,213,913	
CONTROLLABLE EXPENDITURE		31,232,017	21,614,806	20,224,850	-1,389,956	-6%
Other Income		-1,538,718	-1,195,950	-772,341	423,609	-35%
Other Government Grants		-2,097,696	-1,899,913	-2,251,783	-351,870	19%
CONTROLLABLE INCOME		-3,636,414	-3,095,863	-3,024,124	71,739	
NET CONTROLLABLE EXPENDITURE		27,595,603	18,518,943	17,200,726	-1,318,217	-7%
Debt Charges		1,377,451	64,852	64,111	-741	-1%
External Interest		-90,000	-34,281	-41,416	-7,135	21%
CAPITAL FINANCING		1,287,451	30,571	22,695	-7,876	
Pensions - Lump Sums		766,140	510,706	514,903	4,197	1%
Operational Fire Budget		3,381,502	2,190,844	2,437,645	246,801	11%
SAFETY-NETTED EXPENDITURE	6.5	4,147,642	2,701,550	2,952,548	250,998	
NET EXPENDITURE		33,030,696	21,251,064	20,175,968	-1,075,095	-5%

Policy and Resources Committee Work Programme

Meetings 2022/23

Date	Time	Venue
2022		
Thursday 28 April	1400 hours	SHQ
Thursday 23 June	1400 hours	SHQ
Tuesday 12 July	1400 hours	SHQ
Friday 21 October	1400 hours	SHQ
Tuesday 20 December	1400 hours	SHQ
2023		
Tuesday 31 January	1400 hours	SHQ
Wednesday 26 April	1400 hours	SHQ
Thursday 22 June	1400 hours	SHQ

Work Programme 2022/23

Tuesday 20 December			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 28 April 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 21 April and 6 October 2022	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> Draft Budget 2023/24 and Medium-Term Financial Strategy	Deputy Chief Executive Officer	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Business Continuity Financial Contingency Plan Update	Deputy Chief Executive Officer	
	CFRS Potential Industrial Action Update	Area Commander Smith	

2023			
Tuesday 31 January			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 20 December 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 19 January 2023	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Audit Reports</u> Annual External Audit Report	BDO	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	Deferred from December 2022
	Work Programme 2022/23		
Wednesday 26 April			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 31 January 2023	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 20 April 2023	Dawn Cave	If available
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2023/24	Deputy Chief Executive Officer	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	Annual after end of previous financial year
	Commercial and Procurement Activity – Annual Update	Deputy Chief Executive Officer/Head of Commercial and Business Support	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2023/24		

Thursday 22 June			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 26 April 2023	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 20 April 2023	Dawn Cave	If not available at 26 April 2023 meeting
	Action Log	Dawn Cave	
	<u>Decision</u> Annual Treasury Management Review	Deputy Chief Executive Officer	
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2023/24	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2023/24		

