

# FIRE AUTHORITY



**Date: Thursday, 16 June 2022**

**14:00hr**

**New Shire Hall, Alconbury Weald, PE28 4YE  
[Venue Address]**

## AGENDA

**Open to Public and Press**

1. **Election of Chair**
2. **Election of Vice Chair**
3. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccc-conduct-code>
4. **Minutes of Fire Authority meeting held 10th February 2022** **5 - 16**
5. **Chair's announcements**
6. **Annual Review of Integrated Risk Management Plan Performance** **17 - 34**
7. **Final Revenue and Capital Budget Position 2021-22 and Treasury Management Statement** **35 - 50**

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|-----|---|----------------|
| 8.  | <b>Business Continuity - Financial Contingency Plan</b>   | <b>51 - 54</b> |
| 9.  | <b>Relocation of Papworth to Cambourne Community Fire Station - Update</b>  | <b>55 - 58</b> |
| 10. | <b>Fire Authority Programme Management - Monitoring Report</b>  | <b>59 - 72</b> |
| 11. | <b>Appointments to Committees and Outside Bodies</b>  | <b>73 - 78</b> |
| 12. | <b>Appointment of Committee Chairs and Vice Chairs:</b><br>(i) Policy and Resources Committee<br>(ii) Overview and Scrutiny Committee |                |

The Fire Authority 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 Edna Murphy (Chair) Councillor Andrew Bond Councillor Mohammed Jamil Councillor David Over and Councillor Scott Warren Councillor Michael Atkins Councillor Simon Bywater Councillor Ian Gardener Councillor Bryony Goodliffe Councillor John Gowing Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Catherine Rae Councillor Kevin Reynolds Councillor Philippa Slatter Councillor Mandy Smith and Councillor Simone Taylor

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## Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 10<sup>th</sup> February 2022

Time: 2:00-3.30pm

Venue: New Shire Hall, Alconbury Weald

Present: Cambridgeshire County Council:

Councillors: S Bywater, I Gardener, B Goodliffe, J Gowing, S Kindersley, P McDonald, M McGuire, E Murphy (Chair), C Rae, P Slatter, M Smith and S Taylor

Peterborough City Council:

Councillors: A Bond, M Jamil (Vice Chair), D Over and S Warren

Officers present: M Warren, J Anderson, S Ismail, S Smith, S Newton and D Cave;

Officers attending virtually: C Strickland

### 22. Apologies for absence and declarations of Interest

Apologies for absence were presented on behalf of Councillor Kevin Reynolds.

Councillor Smith declared a non pecuniary interest in item 30 as Local Member for Papworth.

The Monitoring Officer advised that Simon Newton would withdraw from the meeting for item 32, as he had an interest in that item.

The Monitoring Officer issued a dispensation to all Fire Authority Members in relation to the proposed Council Tax increase, in item 25.

### 23. Minutes of the Fire Authority meeting held 4<sup>th</sup> November 2021

The minutes of the Fire Authority meeting held 4<sup>th</sup> November 2021 were agreed as a correct record.

### 24. Chair's announcements

Appended.

The Chair formally welcomed Councillor Catherine Rae to her first Fire Authority meeting, and thanked Councillor Cox Condon for her work on the Fire Authority.

The Chair spoke favourably on the pleasing result for the Service following the HMICFRS Inspection. She advised that she had written to Lord Greenhalgh, Minister of State for Building Safety and Fire, requesting a review of funding methodologies, as

Cambridgeshire was a high performing but low funded Fire Authority, and the funding mechanisms in place today do not allow the Fire Authority to plan effectively in the medium term. It was agreed that the Chair would, on behalf of the Fire Authority, write to all local MPs, highlighting these issues. Action required.

## 25. Draft Fire Authority Budget 2022-23 and Medium Term Financial Plan

The Fire Authority considered a report on its budget requirement and precept for 2022/23 Council Tax. The budget had been presented to Policy and Resources Committee meetings in December 2021 and January 2022, and updated to reflect comments made at those meetings, where a majority of Members had endorsed the proposed budget and associated precept increase of 2%, an additional £1.44 on the average Band D property in Cambridgeshire. Members had also considered the detail of the budget at a seminar earlier in the day.

The Business Plan presented was essentially a carry forward budget, built on a like for like basis with previous years. The main pressure was the assumed 2% pay award, as well as significant inflationary pressures on fuel and energy. It was stressed that the Medium Term Financial Strategy was very much in draft for the foreseeable future, until there was certainty on future income.

A Member asked what would happen if Council Tax was not increased by 2%, specifically in terms of the impact in cutting the number of firefighters employed. It was confirmed that the 2% increase equated to around £440,000-450,000, which was the salaries of 10-12 firefighters or 12-14 professional support staff members.

A Member commented that a standstill budget was not a viable option unless inflation was zero, and he supported the proposed 2% increase in Council Tax. However, with regard to Peterborough, he expressed doubts as to whether sufficient income would be generated, as only around 50% of Peterborough residents pay Council Tax. He also queried how the anticipated population increase through housing developments would impact on Council Tax, and expressed concerns on Council Tax collection.

In terms of Council Tax collection, officers advised that they were looking at ways to maximise this, including a project that was being led by the County Council, in partnership with the District authorities and Fire Service. It was stressed that the Fire Authority was capped to a 2% increase, but if Cambridgeshire was in the lower quartile it would have £10 flexibility. Officers did have concerns regarding the financial years post 2022/23. Whilst a 2% increase in housing was anticipated in 2022/23, 1% growth was forecast for each successive year.

A Member asked about the 10% anticipated inflationary increase in fuel costs, and asked whether alternative fuels were being considered. Officers confirmed that alternatives were being considered, including cleaner options such as biofuels and biodiesels. The phasing of these new technologies would be critical.

A Member thanked the senior officer team for their input into the process to date, and the information and responses provided to Members on the proposed budget at both Committee meetings and the seminar. He commented that his priority was for the Service to keep the people of Cambridgeshire and Peterborough safe, and for that reason he would be supporting the proposed budget. However, he expressed concerns regarding non-pay inflation, which had been limited to 2% in the budget, and also about

general inflation, as he felt these were areas of risk going forward. In relation to the General Reserves, he was pleased to note that this would be revisited later in the year.

Members noted that around 130 responses had been received during the public consultation, and whilst more responses would have been welcomed, 76% of respondents supported the proposed increase in Council Tax. A Member suggested that targeted social media could be used to consult more residents in future.

In response to a Member question, it was noted that in 2010 the budget was approximately £30.2M, and twelve years later it was only £31.2M. Had the 2010 budget been subject to successive inflationary increases, it would be nearer £37.2M. The Fire Authority had made some very difficult decisions since 2010, saving the jobs of both firefighters and support staff through efficiencies, against a shrinking budget. However, there were now few opportunities to reduce the budget further without impacting on services.

Councillor Kindersley, Chair of the Overview & Scrutiny Committee, suggested that it would be appropriate in future for the budget to be considered by the Overview & Scrutiny Committee prior to its presentation to the full Fire Authority meeting. This proposal was supported by other Members of the Fire Authority and it was agreed that this would be scheduled into the Committee's Work Programme. Action required.

It was resolved unanimously to:

1. approve the budget book attached at Appendix 1 including the recommendations detailed on Page 22:
  - (i) that approval is given to a Fire Authority budget requirement of £31,226,300;
  - (ii) that approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £22,214,110;
  - (iii) That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (296,307):

Band	Authority Tax	Band	Authority Tax
A	£49.98	E	£91.63
B	£58.31	F	£108.29
C	£66.64	G	£124.95
D	£74.97	H	£149.94

- (iv) That approval is given to the Prudential and Treasury Indicators as set out on page 11 of the report;
- (v) that approval is given to the Treasury Management Strategy Statement on pages 10 to 17 of the report;
- (vi) That approval is given to the Capital Programme detailed at page 9 of the report;

- (vii) That approval is given to the Minimum Revenue Provision Policy Statement detailed on page 18 of the report.

2. approve the medium term financial strategy at Appendix 2.

## 26. Draft Pay Policy Statement 2022-23

Members considered a report on the Pay Policy Statement for 2022-23, in line with the duty under the Localism Act 2011 for Fire Authorities to produce Pay Policy Statements.

In addition to meeting the relevant legal requirements, the Statement clearly set out the Authority's position, highlights the comparison between its remuneration for Principal Officers, compared to the lowest paid and median employees.

A Member noted that there had been a Member Led Review of the Pay Policy in 2014, and commented that it may be useful to repeat that exercise. Officers agreed that it may be timely to repeat such a review, and agreed to schedule this on the Overview & Scrutiny Committee's Work Programme. **Action required.**

It was resolved unanimously to:

approve the draft Pay Policy Statement attached at Appendix 1 to the report.

## 27. Proposed Changes to Cambridgeshire and Peterborough Fire Authority Members' Code of Conduct

The Fire Authority considered a report proposing a move from the current Code of Conduct to the LGA's Model Code. The Model Code was more detailed, defined key terms such as bullying and harassment more closely, and was much more granular when compared to the Fire Authority's current Code, which was broadly based on the Nolan principles.

The Monitoring Officer had reviewed other authorities' Codes, and found that some had chosen to adopt the LGA's Model Code, while some had not. On balance, she believed that the Model Code was an improvement on the current version as it provided greater clarity.

The Monitoring Officer highlighted an error in paragraph 6.2 of the report which stated "... *includes a rebuttable presumption that a Member is acting in their official capacity*", and advised that this was not quite correct, as Members were only ever acting in their capacity as Councillors or as private individuals – there was no assumption that Members were "always on duty".

It was suggested that if the Authority did adopt the new Code, that a Member seminar could be arranged to explore the implications of the Code and how it differed to the Codes for Cambridgeshire County and Peterborough City Councils.

A Member commented that he was always disappointed that there was a need for this type of document, but acknowledged that it was necessary, and gave an example of



where a new Councillor within his authority had been subject to harassment and inappropriate comments.

A Member spoke in support of the adoption of the model code, and suggested that it may be appropriate for the Overview & Scrutiny Committee to review how it was working after a few years of implementation.

A number of Members welcomed the Code of Conduct, observing that it also acted as protection for Members, and thanked the Monitoring Officer for her work on this matter.

It was resolved unanimously to:

1. consider the contents of this report;
2. note that all local authorities (including fire and rescue authorities) are required to have a local Councillor Code of Conduct;
3. adopt the LGA Model Code in its entirety, subject to minor local additions as set out in Paragraph 7.3 of the report.

## 28. Members' Allowance Scheme 2022-23

The Monitoring Officer confirmed that she had issued a dispensation for this item from the provisions of the Members' Code of Conduct, enabling Members to discuss this item without declaring a pecuniary interest.

The Fire Authority considered a report on the Members' Allowance Scheme, which proposed no increase to existing Members' Allowances. It was noted that historically, Members' allowances had been reviewed by asking Cambridgeshire County Council to consider the Fire Authority's requirements as part of its own review of Members' allowances. The Monitoring Officer suggested that rather than link in with the County Council's review, it may be more appropriate for the Fire Authority to arrange its own review based on Members' specific duties in relation to the Fire Authority, and benchmark against other Fire Authorities. A report exploring these options and mechanisms more fully, and likely costs, could be presented to the next meeting of the Fire Authority.

It was resolved unanimously that:

1. the allowance rates within appendix 1 are agreed and applied for the period 1 April 2022 to 31 March 2023;
2. the authority receives a further report at its next meeting on the options and costs of an independent review panel or other mechanism to determine future allowances as soon as practicable.

## 29. Draft Sustainability Strategy

Members considered a draft Sustainability Strategy. It was noted that the Service had implemented a number of sustainable solutions over a significant period of time,

including building and fleet standards, but a more strategic and ambitious approach was proposed, focusing on the Service reducing its carbon footprint.

The Fire Service was working with Anglian Water, a local leader on sustainability issues, to see what good practice and lessons could be learned. The challenging target was to be net zero by 2030. Key themes included:

- People - changing behaviour;
- Transport – including reconsidering journeys;
- Fleet – including alternative fuels;
- Property – continuing the programme of property improvements.

Officers were also taking advice from the Carbon Trust, and aimed to bring back its detailed plans to the Fire Authority at the end of the year.

There was a query on electric vehicle (EV) charging points. It was confirmed that these were rolled out to stations and the most strategic sites and fleet first, but this could then be rolled out to staff, who would pay for charging at the workplace. A Member stressed the importance of applying for grants, where these were available. It was noted that many of the EV charging points would be grant funded.

Noting the focus on understanding the current position, a Member observed that the Service was a highly respected part of the community across a wide geographic area, and he hoped that the Sustainability Strategy would be an opportunity for the Service to be agents of change, e.g. when visiting homes in the community, as advice from Fire professionals often carried considerable weight.

A Member noted that in the Medium Term Financial Strategy, five year Equipment Upgrades were scheduled, and he hoped that suppliers would be asked to evidence their sustainability credentials.

It was resolved unanimously to:

review the proposed Strategy at Appendix 1 to the report and approve the principles so that the Service can begin to construct a detailed plan and roadmap through to 2030.

### 30. Update on the Relocation of Papworth to Cambourne Fire Station

The Fire Authority considered a report on work being undertaken in relation to the relocation of Papworth Community Fire station to the fire station in Cambourne.

Officers explained that at an early stage of the Cambourne development, the Fire Service had secured Section 106 funding for a fire station. At that time there was still a significant risk in nearby Papworth due to the hospital being operational, but the hospital had since moved to the Addenbrookes site. There was now an excellent new fire station in Cambourne, but currently no operational crew. The opportunities available in Cambourne, especially in terms of more staff, was noted.

Speaking as Local Member, Councillor Smith commented that whilst she was broadly supportive, she would like to see an update on the engagement with stakeholders and

the provision of information to them, and also a full business case, presented to the next meeting of the Fire Authority. This proposal was seconded by Cllr McGuire.

The following points were raised in discussion:

- Members discussed the use of the term ‘consultation’, which had a specific legal meaning, and implied that something could be raised which may change the decision. Officers confirmed that this was not the case for the proposed move, and that it would essentially be an information sharing exercise, advising local communities that the station was being moved. The proposed methods of disseminating information were noted;
- A Member commented that whilst the report did not provide the views of the respective Parish/Town Council or communities, ultimately this was an operational issue, and one that had been widely known about for a long time. The Member did not oppose receiving an update report at a future meeting, but he felt that this should not slow down the process;
- Another Member commented that the Fire Authority was different from the Police, and that a number of operational issues did come under the remit of the Fire Authority. Whilst agreeing that this had been planned for many years and there was widespread awareness in the communities involved, he highlighted the statement in the report that “*The need to clearly communicate the rationale for this change and the benefits it will deliver is vitally important*”. He therefore felt it was reasonable to receive a further update following the engagement with residents;
- It was suggested that a more constructive way forward may be to have a report on the public information programme that was undertaken by the Service in relation to the move.

Councillor Smith commented that local stakeholders needed to be fully involved, as they had not been kept informed to date, and she felt strongly that more information needed to be shared with the communities and an update presented to the next meeting of the Fire Authority.

The Chief Fire Officer confirmed that the decision to move from Papworth to Cambourne had been made some time ago, but agreed that more information needed to be shared with the local communities. As there were more people living and working in Cambourne, the likelihood was that there was a bigger recruitment pool, but this was not guaranteed. From an operational perspective, Cambourne was the best place to have an appliance, and a better service could be provided to both local communities and the county as a whole from that location.

It was agreed that a further report, feeding back on the information sharing process, would be presented to the next meeting of the Fire Authority. This report would also detail more fully the resource implications e.g. the likely capital receipt from Papworth Fire Station.

It was resolved unanimously to:

1. note the contents of this report and the work the Service is undertaking with its staff and communities that will be affected by this move;

2. make comment on any opportunity to improve our approach;
3. receive a further update at the next Fire Authority meeting.

### 31. Fire Safety Legislation Update and Improvements

Members considered a report on additional burdens on fire and rescue services when new legislation came into force.

The Building Safety Bill was drafted in the wake of the Grenfell Tower disaster and focused on high rise buildings of 18 metres and above. It would provide the Building Safety Regulator (BSR) with the power to direct fire and rescue services to provide them with resources to assist their work. It was anticipated that there would need to be, nationally, a 30% increase in fire safety inspectors to provide the BSR functions. Whilst a chargeback system would be established with the BSR, upfront costs would need to be met by Fire and Rescue Services, and it was suggested that only 70% of costs would be recouped in the first two years. There were only 20 high rise buildings in Cambridgeshire and Peterborough, but it was likely that there would be a call on resources regionally, so the Service's inspectors were likely to be deployed in neighbouring counties. On 9<sup>th</sup> February it had been announced that a further grant would be available in 2022/23, but this would be a one off grant, and could not be guaranteed going forward.

A Member queried the reference to "regional hubs", and also asked if there would be a requirement or obligation for inspectors to work in adjacent counties. Officers explained that the "regional hubs" aimed to build capacity across fire services, especially as well trained inspectors often secured more lucrative opportunities in the private sector. Currently, assessors had no enforcement powers, but the legislation would probably permit this. It was also likely that 11-18 metre buildings would come within the scope of the legislation.

It was resolved unanimously to:

note the information within Appendix 1 of the report and the associated risks/issues noted within this report.

### 32. Re-engagement of Area Commander S Newton

*(Area Commander Newton withdrew from the meeting)*

The Fire Authority considered a report on the decision by the Chief Officer Group to re-engage Area Commander Simon Newton on a fixed term contract.

Members noted that the success of the Service's senior officers in appointments to other Fire Services had led to a loss of organisational experience and knowledge at the middle and strategic management levels. One way to address this imbalance was to re-engage recently retired staff for fixed periods of time. Area Commander Simon Newton was due to retire later in 2022, having completed 30 years' service. The rest of the group command team was relatively inexperienced. The Chief Officer Group had therefore asked Area Commander Newton to re-engage on a fixed term, two year contract.

A Member asked about the significant numbers of firefighters reaching retirement age, which Members had been alerted to some years ago, and whether this had now peaked? Officers confirmed that they were seeing the tail end of that phenomenon.

It was resolved to:

note the decision and make comment as appropriate.

### 33. Results of Consultation with Representative Bodies - Changes to Disciplinary Policy and Procedure

The Fire Authority received a report on the consultation with representative bodies undertaken during November and December 2021, regarding proposed changes to the Discipline Policy and Procedure, specifically changes relating to the procedures for hearing appeals against dismissal. This related directly to the proposed changes to the Fire Authority's Terms of Reference and Scheme of Delegation, which had been discussed at the Fire Authority meeting on 4<sup>th</sup> November 2021.

Noting a summary of the main issues raised in the consultation, it was confirmed that whilst the representative bodies had expressed some concerns, they did not fundamentally alter the view of the Monitoring Officer that the proposals were fair, legally compliant and aligned with the principles within the legislation that support operational decision making should be retained under the remit of the Chief Fire Officer.

It was resolved to:

- i. note the outcome of the consultation process undertaken with all representative bodies;
- ii. note the resultant changes to the Authority's Terms of Reference and Scheme of Delegation, at Appendices 1 and 2 to this report.

### 34. Appointments to Committees

Two minor changes to appointments to Committees, whereby Councillor Rae was appointed to those positions vacated by Councillor Cox Condron, on the Overview & Scrutiny Committee and Discipline Committee, were agreed unanimously.

It was also noted that as a consequence of the changes to the Fire Authority's constitutional documents, membership of the Joint Consultative Committee (JCC) had reduced by two Members. **Postscript:** The Conservative Group Leader had subsequently informed Democratic Services that Councillors Bywater and Reynolds would be removed from the JCC membership.

On a general point, in relation to the reports considered at the meeting, a Member asked that officers ensure that gender neutral language was used wherever possible in reports.

## **CHAIRS ANNOUNCEMENTS – THURSDAY 10 FEBRUARY 2022**

### **HMICFRS INSPECTION OUTCOME – DECEMBER 2021**

Since our last meeting in November, I have been delighted to learn that the Service has once again been assessed as **Good** across all three of the main inspection pillars; how efficient and effective it is and how well it looks after our people. It also scored **Good** in 10 of the 11 sub-categories too, which is fantastic news and a real achievement as the bar was set higher this year. This outcome will undoubtedly put the Service amongst the best fire and rescue services in the country again.

Being one of the first to undergo a second assessment and for it to take place in the midst of the pandemic, just as we were coming out of another lockdown, makes the outcome even more pleasing. COVID has hit people hard and everyone, whether they are still coming into work or working from home, has seen significant changes to their working environment and how they interact with colleagues. To achieve these scores despite all the additional challenges of COVID is incredible and testament to all the hard work, continued perseverance and unwavering commitment our people have to the Service and their communities.

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As you would expect the report details much of the good work undertaken and many areas where improvements have been made since the last inspection, as well as some areas where further improvement could be made; we welcome these comments. I'm sure Members will join me in congratulating all those within the Service on their collective achievement and we look forward to working with them as we pursue continuous improvement.

The full report can be found [here](#).

### **TOPPING OUT CEREMONY – NEW COMMUNITY FIRE STATION AND TRAINING CENTRE HUNTINGDON**

Members will be aware that construction on the new site of the training facility and community fire station in Huntingdon began in September 2021 and by way of an update on progress, I can report that an official 'topping out' ceremony was held last week to mark a key milestone in the project; completion of the highest point of the main building.

Our Deputy Chief Executive Officer, Matthew, joined project team colleagues and Artisan representatives to view the progress and has been very enthusiastic about how much progress has been made and that you can actually now visualise the excellent facility it will become for our firefighters, support staff and local community.

The building work is anticipated to be completed in late 2022, with occupation by staff expected by early 2023.

### **LGBT+ HISTORY MONTH**

This month marks the start of LGBT+ History Month, a month to promote equality and diversity for the benefit of all, by increasing the visibility of lesbian, gay, bisexual and transgender ("LGBT+") people, their history, lives and their experiences and raising awareness and advancing education on matters affecting the LGBT+ community. It's also about working to

make everywhere a safe space for all LGBT+ communities while promoting the welfare of LGBT+ people.

During February, the Service traditionally turns its focus to recognising the community, much as it does for Black History Month in October. It considers it important that time is taken to focus on the underrepresented communities to ensure it can truly uphold its vision of people being at the centre of everything it does, whether that be colleagues or the wider community (making CFRS a place where everyone feels welcome, respected and where they can be their true self at work).

Our LGBTQIA+ ambassador will be leading activities be that updates throughout the month via Yammer and Our Week, making available a whole host of materials to order and/or wear for example, email/social media banners, wallcharts of LGBT+ historical figures, lanyards, laces, badges, bugs and stickers or ensuring we fly the “progress flag” from those CFRS locations that have a flag pole. The progress flag builds on the well-known rainbow flag but has a more defined recognition of the trans community and those from underrepresent minority groups too.

If any Member would like further information please contact one of our Equality and Inclusion Member Champions (Councillors Jamil and Smith) in the first instance.





To: Cambridgeshire and Peterborough Fire Authority

From: Assistant Chief Fire Officer – Jon Anderson

Presenting officer(s): Assistant Chief Fire Officer – Jon Anderson

Telephone: 07711 444201

Email: [jon.anderson@cambsfire.gov.uk](mailto:jon.anderson@cambsfire.gov.uk)

Date: 16 June 2022

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## Annual Review of Integrated Risk Management Plan Performance

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an annual review of delivery against our Integrated Risk Management Plan (IRMP) 2020-24.

### 2. Recommendation

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

### 3. Risk Assessment

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

### 4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim

to minimise the disadvantage suffered by people due to their protected characteristic; specifically age and disability.

## 5. Background

- 5.1 The IRMP is a public facing document covering a four year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The Service's IRMP 2020-24, published in April 2020, will cover the period from April 2020 to March 2024. This report focuses on the progress made in year two (2021-22) against the action plan.
- 5.2 The integrated risk management process is supported using risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our strategic and business delivery risk, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down into four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are several activities we committed to deliver in our IRMP for 2020-24. These are listed in paragraphs 6 to 9, accompanied by a brief explanation of progress made in year two.

## 6. People Excellence Delivery Update

- 6.1 Continued work to develop our organisational culture and to enhance staff engagement, including ensuring mechanisms are in place to properly feedback to staff and facilitating opportunities for colleagues from across different areas of the Service to engage and work with each other more.

With the COVID-19 pandemic and consequential restrictions remaining in place for this year, we have had to look differently at how we ensure staff engagement continues within those restrictions. We have focused on coaching and developing managers to understand their accountabilities with regard to the engagement of their teams, this has been particularly important as we have a number of managers new in role at all levels. This has also involved working to understand more about what factors that impact on employee engagement have changed as a result of the pandemic, for example, by repeating our COVID staff listening exercise and running a staff engagement survey as part of our work to understand what our future ways of working will be. We have also been working this year to prepare the procurement of a new partner to work with on future engagement surveys, as our previous partner no longer operates in the UK market.

As COVID measures have lifted, we have been able to re-introduce opportunities for colleagues from across different areas of the Service to interact face-to-face once again, for example, a series of leadership days for Heads of Group and opportunities for professional support staff to visit fire stations once again.

## 6.2 Developing and improving the ways in which we support the mental health and wellbeing of our staff.

We have welcomed a new Mental Health and Wellbeing Advisor into the Service during this year and have supported her to embed her role and develop a dedicated action plan to underpin our mental wellbeing strategy.

We completed the roll out of mental health and wellbeing training to all staff and evaluated the impact of this. The training was well received and we know there is ongoing work to continue to end the stigma surrounding mental health. Several staff have shared their personal stories which has been very impactful.

We also received substantial assurance as to our wellbeing strategy and approach through internal audit.

## 6.3 On-going work to improve the diversity of our workforce, including continuing to build long term relationships with our diverse communities through our community engagement and positive action programmes.

Our new Equality, Diversity and Inclusion Manager joined us at the end of Quarter One in this year and she has refreshed our Inclusion Plan, including our approach to and focus on, positive action to support the building of long term relationships with our diverse communities.

COVID restrictions for much of the year inevitably impacted on the number of community events that were happening (the few that occurred were largely on-line) and so we have focused on maintaining and developing contacts with community leaders and groups and worked to be ready to engage in community events in a co-ordinated way as they begin to be rescheduled. We expect to be busy in this respect in the coming year.

We have also agreed a business case to secure further funding to be able to employ additional resource dedicated to supporting our positive action work through to the end of this IRMP period.

## 6.4 Expand our programme of development activities to prepare staff for future roles and opportunities including;

- collaborative development programmes with other fire and rescue services and partner organisations,

- building leadership and management skills for the future,
- strengthening opportunities for staff to be responsible for their own learning, balanced with growing manager accountability for facilitating development of their staff.

We have increased capacity within the Learning and Organisational Development Team this year to be able to focus even further on this work which is vital to our longer term organisational success (funded from within existing budget). Focus has been on developing a framework in order to embed a coaching culture and on refreshing our programme of short development courses.

There has also been a focus on collaborating closely with colleagues in our operational Training Centre, to ensure full alignment and co-ordination across activities that support operational leader development. We have also run a further cohort of our Insight Programme for future leaders and our Successful Leadership Programme for middle leaders (formerly known as Aspire) and have evaluated the ongoing effectiveness of our collaboration with regional partners; the results of this have influenced our future plans.

#### 6.5 Continuing to embed an understanding of the value of quality conversations to enhance personal performance and development.

This has continued throughout the year and is closely linked to our focus on ensuring managers understand how they directly influence employee engagement (see also paragraph 6.1 above). We are working to ensure that everyone understands the value of quality conversations in multiple spheres, including for wellbeing and career potential and aspirations, as well as current performance and development. We have refreshed our strategic thinking and approach to embedding quality conversations, ready to launch and reframe in the organisation next year.

#### 6.6 Strengthening the ways in which we understand our succession planning needs and identify and match an individual's potential to those needs, including;

- exploring the introduction of a shadowing programme to help give greater insight into and understanding of more senior roles,
- considering and evaluating our provision of apprenticeship schemes within the Service, offering greater opportunities for formal qualifications which support the careers of existing staff and promote the different professions available within the Service to those looking to start a career with us.

Our Development Advisory Board has refreshed its focus and membership this year, now being led by the Deputy Chief Executive Officer, demonstrating that this area is of the utmost strategic importance to us for the long term. This

year we have launched a new succession planning tool and have been collating data for the wholetime operational workforce initially; this will extend to the wider Service next year. We have also been working to be ready to launch a new portfolio based route to promotion in 2022/23. Work this year has involved updating and strengthening our existing development portfolios and preparing to be able to upskill staff ready to assess and verify portfolios as robustly evidencing that an individual is ready for promotion to the next level.

We have also undertaken a review of the effectiveness of our various apprenticeship schemes, building recommendations into the new IRMP action plan as appropriate.

#### 6.7 Continual review of our recruitment and promotion processes to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service.

This year we have prepared to launch a new approach to wholetime recruitment, focusing on a 'rolling programme' rather than individual campaigns on an annual/bi-annual basis, which are very resource intensive. This is now ready to launch when our workforce planning indicates it is appropriate and necessary to do so.

We have continued to assess candidate and assessor feedback following all recruitment activity and have made changes where appropriate. At the end of the year this has led to a fundamental re-design of our approach to professional support staff recruitment, in order to be able to compete for talent and skills in a very busy and candidate driven post-COVID employment market and we are already starting to see success with the new approach driving down time to hire and maximising our chances of not losing candidates in a fast paced recruitment market.

### 7. Community Safety Excellence Delivery Update

#### 7.1 Further collaboration with health, social care and other partners to refine ways to identify and reach those most at risk of fire.

Our Protection Team liaise with the Care Quality Commission (CQC) to identify care homes that may be failing and therefore auditing of those premises can be prioritised. Fire safety regulations will mean that responsible persons of tall buildings will have to provide locations of vulnerable persons to the fire and rescue service. New collaboration with Anglian Water has produced a high number of referrals, creating interest from neighbouring services into this. CFRS are now exploring working with Cadent Gas and UK Power for further collaboration/data sharing agreements. Using data provided by the health sector on hospital discharges we are targeting high risk house occupants who are at risk of fire due to their immobility issues. We have upskilled an operational team to complete this work. Within prevention we have launched the on boarding and national online safety check tool.

7.2 Develop our Fire Break Programme to support the safety, health and personal development of identified young people.

Firebreak has now recommenced. To date CFRS has delivered three, one week courses. We have also delivered a condensed one day Firebreak intervention as a trial of concept. There are ongoing meetings with Healthy Schools to maximise the connections between CFRS and local schools, identifying where we can work to support those most in need of this intervention. Other partners have been approached to understand if we can support other organisations in accessing support via our Firebreak scheme for hard to reach groups such as Concrete Rose who shelter vulnerable people.

7.3 Explore opportunities to offer early intervention and positively influence children and younger people.

The Children and Young People Team (CYP) are connected via the National Fire Chiefs Council (NFCC) working groups to remain engaged in any new and emerging interventions. CFRS are also attending newly set up regional CYP meetings. Our chosen interventions are the Firebreak scheme and we are pleased that this year we are also back delivering 'Be Water Aware' presentations to school groups. Furthermore, to support water safety, particularly with children and young people, CFRS has collaborated with CFO Dawn Whitaker of East Sussex Fire and Rescue Service, who is the NFCC Lead on Water Safety, in a joint educational presentation. CFRS are developing our storyboarding with the Jet the Dragon animations to bring to life some important messages for our children and young people and some exciting opportunities are emerging with this.

7.4 Work with partners and local authorities to support businesses to comply with regulation and ultimately create safer places to live, work and visit.

We continue to work with local authority building control and housing to ensure that buildings are safe from fire. Action days are completed on a twice yearly basis working with multiple partners to provide mutual support, including rights to enter buildings with CFRS carrying out fire safety audits. Protection responds to requests from other agencies where fire safety issues are identified and enforcement may be required. Our hydrant department work with water companies and planning officers to ensure that hydrants are installed on new developments and others are inspected according to the inspection programme.

7.5 Continue to lobby and work with developers and local authorities to increase public safety through the fitting of sprinklers where relevant.

A sprinkler seminar is currently being arranged in liaison with local authority building control aimed at strategic partners including Councillors and local officials. This is scheduled for 23 June 2022. A separate conference is planned for autumn aimed at a tactical level for local developers and council staff to promote the installation of sprinklers. There has been a recent media campaign for a national sprinkler awareness day.

**7.6 Continue to work with partners from the road and water safety partnerships to reduce the number of people killed or injured on our roads and waterways.**

CFRS are an embedded partner with Vision Zero, the concept is zero road deaths in Cambridgeshire by 2040 and a 50% reduction in road deaths by 2030. CFRS supported a recent Vision Zero partnership event “Surround a Town” in Peterborough aimed at raising awareness of road safety. CFRS has delivered a number of ‘Biker Down’ sessions to motorcycle riders in Cambridgeshire and continue to do so face to face now restrictions are lifted. We are committed to supporting Project Edward which is a behaviour changing focus for road users with events in 2022 that we will promote. Recognising the efforts required to reduce the numbers of killed or seriously injured on our roads we are exploring PCC funding options to increase our team capacity by one temporary post to provide a road safety officer.

**7.7 Develop and embed systems to effectively evaluate our activity to keep the community safe.**

Within protection we have changed our inspection schedule within the Risk Based Audit Programme (RBAP) from 18 months to 24 months for high risk premises, which will support evaluation of completion of the programme every two years and improve ease of reporting. Protection dashboards are being revised to include other areas of evaluation such as unwanted fire signals and consultations. An assurance programme is in place for inspections using the Community Fire Risk Management Information System (CFRMIS) for reports and Continuing Professional Development (CPD) for inspectors.

**7.8 Bring together expertise from protection, prevention and community resilience to reduce risk to people, places and events.**

The Fire Protection (FP) Team are part of the Community Risk Advisory Group. FP Officers sit within local safety advisory groups. The team support visits to high risk businesses in conjunction with our Operational Support Group who have specialist skills such as hazmat advisors. Prevention risk managers sit in the Community Risk Advisory Group to support decision making; risk managers have attended Safety Advisory Group courses and support them when required.

## 8. Operational Delivery Update

- 8.1 Continue to align operational resources to our risk and demand, understanding our response model options and the number of resources required to achieve them.

Project P137 Operational Response Review commenced at the end of 2021 and is now well established. This is taking a broader view of the way in which we use our existing operational resources to meet risk and demand. The outcomes from this project are likely to highlight opportunities to use our resources in a smarter way to meet our changing and growing risk/demand profile.

- 8.2 Continue to develop the use of our On-Call crews to improve our operational service to the public.

We have made good progress in bringing more On-Call appliances on the run to support co-responding. This is despite the limited resources that EEAST has available to enable this. Two additional stations have been trained and we will be bringing them online in June 2022. We will review the impact of this and then continue to add stations identified by EEAST where appropriate. Cost recovery has also been established which will mean CFRS will now be able to co-respond in a cost neutral way. This will improve the service received in our rural areas.

- 8.3 Continue to explore and implement improvements to support the working experience for our On-Call staff.

We are offering two types of initial training courses for our new On-Call starters. This offers better flexibility to meet the diverse needs of new staff and has been well received. We continue to revise our recruitment process to reduce the time from interest is shown to people being recruited. This includes, for example, stations being able to undertake fitness assessments to speed up the process.

- 8.4 Review the structure and resourcing in our Combined Fire Control to ensure the continual provision of a high quality, sustainable control function.

There has been a delay in the implementation of the new mobilising system; despite our best efforts progress has been slow. We continue to focus our efforts on completing this work this year working closely with both Suffolk Fire and Rescue Service and our new providers, to limit risk and prioritise work to expedite the cutover date.

- 8.5 Continue our ongoing work to ensure our emergency vehicles and equipment meet our identified risks.



Four new fire appliances have been purchased and will be introduced later this year. A review has concluded looking at the number of fleet vehicles which has seen a reduction of our pool fleet by a third. Building on our commitment to modern technology and move towards sustainability we have started to introduce electric vehicles into our fleet with charging points installed at key locations. The Service has tendered for and introduced new dry suits into operational service and reviewed the equipment and fleet management structure to ensure that there is resilience within it to support the operational service.

- 8.6 Continue to align service procedures with national operational guidance in order to improve firefighter safety and our ability to work with other fire and rescue services.

Our work with National Operational Guidance is ongoing and we have embedded the operational information notes into service. We have commissioned an external audit to review and provide feedback to us. We continue to embed changes the National Operational Guidance delivers into our training and guidance documentation through working alongside our regional partner services to align procedures where possible.

- 8.7 Continue to develop our central training facility to support the delivery of risk critical operational training.

The project to build the new training facilities and community fire station is progressing well and to schedule. Staff have been actively engaged in the design and the build of the new facilities. Plans are in place for these to open later this year.

- 8.8 Review current arrangement for operational training to ensure they meet the needs of operational staff.

We have successfully completed our enhanced training buildings at St Neots and Wisbech with work well underway at the training facility at Ely. The project overseeing the move of Huntingdon fire station and training centre to St Johns is going well; we hope to take over the site in September this year. Staff will have access to the enhanced training facility from January 2023. We have reviewed the provision of our firefighter recruit training and from 2023 we will undertake all new wholetime recruit training in house at our new training facility using various models to meet the needs of the Service.

- 8.9 Develop further our assurance across all operational areas to ensure a high level of performance and support the continued development of our staff.

Assessment and verification are key to ensuring and assuring the high levels of performance of our staff. The processes have been reviewed and contracts

been put in place to provide external verification and learning. This supports the ongoing assurance of our operational training and development of our staff. Supporting this we work within a newly established regional Operational Assurance Group to share and review learning.

## 9. Value for Money Delivery Update

### 9.1 Introduce the replacement national emergency service communication system.

The Emergency Services Mobile Communication Programme is run by the Home Office. This programme has seen several delays. We continue to support the programme and respond to all requests for information or actions within the required timescales. We have been primarily conducting coverage testing this year.

### 9.2 Deliver new emergency mobilising technologies into operational service as well as review existing technologies to deliver enhancements to these.

The project is making positive progress however it has been impacted by the COVID pandemic and the inability to meet face to face with our suppliers until recently. This year we have installed the new equipment and completed site acceptance testing. We have reviewed all the functionality of the system and completed key system connections.

### 9.3 Collaboration with other blue light services, including a rationalisation and sharing of estates as well as looking for joined up working practices.

The starting point of any commercial activity will be whether there is a collaboration/joint procurement opportunity (with another partner or blue light service) either by way of an existing framework which can be utilised or by sharing of procurement pipelines. Through national and regional work there will be opportunities for standardisation in procurement practices and adopting best practice within the sector.

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

Work has been progressed to migrate the existing technology to a new Cloud provider. This has allowed the Service greater flexibility to manage the required upgrade processes. The team also delivers key systems integrations to enable accurate data to flow across the organisation and reduce data administration activities. Significant activity has been focused on our On-Call payment processes.

- 9.5 Ensure technology delivers opportunities for more efficient and effective ways of working, with a particular emphasis on ensuring our software provides value for money while enabling better mobile working and joint working opportunities.

The rollout of Microsoft 365 has continued to improve access to resources from any location, while also improving virtual meetings and collaboration with partners and external agencies. Significant support has been provided to wider Service projects, including the new mobilising system.

- 9.6 Review spend across departments and contractual arrangements to inform enhancements and improvements to our procurement processes.

Spend across departments will be regularly reviewed by the Commercial Team through many ways, including but not limited to, analysing off contract spend in existing contracts, third party spend through the finance system to identify where contractual arrangements should be put in place, opportunities for rationalising the supply base by aggregation of spend and ensuring contractual arrangements are delivering against requirements. Regular reviews with end users and delivery of commercial awareness training and guidance will improve and enhance our procurement processes with timely involvement of the Commercial Team and specifications and requirements which meet the needs of the organisation whilst delivering value for money and opportunities for innovation.

- 9.7 Review how we use our resource across the organisation during periods of operational high demand.

Since this IRMP action was introduced, we have not seen the same hot summer spate conditions. Systems are in place such as phased response processes to enable us to utilise our resources differently, these will be evaluated as they are used. Work in this area will be reviewed moving forward under the Operational Response Review Project.

## 10. IRMP Performance Review 2021/22 - End of Year Performance

- 10.1 Our performance against our IRMP performance measures is monitored on a quarterly basis; below is the end of year performance for 2021/22.
- 10.2 We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.

### Attendance times – first pump – most serious incidents – urban area within 9 minutes

**Rolling 12 months** ▲ 1.5%



**Rolling 5 Years** ▼ -3.8%



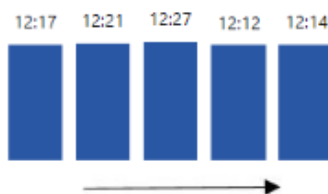
Over this year we have responded to the most critical incidents in urban areas in 7 minutes 36 seconds which is 84 seconds quicker than our 9 minute measure.

### Attendance times – first pump – most serious incidents – rural area within 12 minutes

**Call Year to Date** ▲ 0.3%



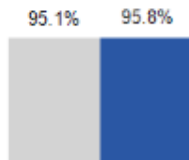
**Rolling 5 Years** ▼ -0.3%



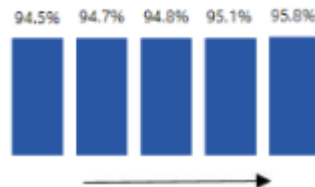
Rural attendance times have exceeded our measure of 12 minutes by 14 seconds, currently sitting at 12 minutes 14 seconds. Rural attendance analysis continues to show that nonaddressable locations, driven by vehicle and fire incidents are a barrier to meeting our rural attendance measure.

### Attendance times – first pump – all incidents within 18 minutes on 95% of occasions

**Call Year to Date** ▲ 0.7%



**Rolling 5 Years** ▲ 1.3%



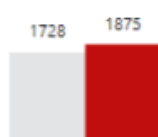
We continue to exceed this measure of 95% by 0.8% which is a slight increase on the last year.

10.3 We will be monitoring the following areas to ensure that we are making effective decisions about the targeting of our resources;

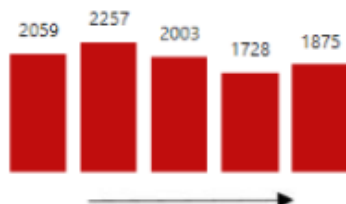
- the number of primary and secondary fires,
- the number of associated deaths and injuries from fire,
- the number of people killed and seriously injured on our roads,
- the number and type of special services that we attend,
- the diversity of job applicants and employees.

### Total Fires

Call Year to Date ▲ 9%



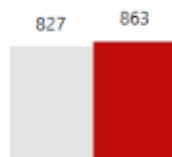
Rolling 5 Years ▼ -9%



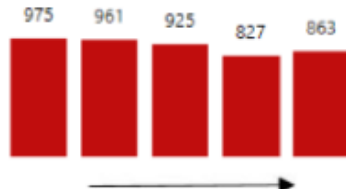
There has been an increase in total fires this year compared to last year however last year was impacted by the COVID pandemic. If we compare to 2018, 2019 and 2020 the total is less than these years.

### Primary Fires

Call Year to Date ▲ 4%



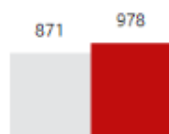
Rolling 5 Years ▼ -11%



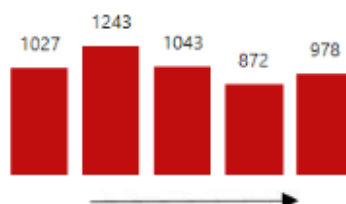
There has been a 4% increase on last year however the rolling five year figure is down by 11%

### Secondary Fires

Call Year to Date ▲ 12%



Rolling 5 Years ▼ -5%



Again, there has been a 12% increase on the previous call year and again looking at the rolling five year data this year is down by 5%.

## Fire Deaths

Rolling 12 months —



Rolling 5 Years ▲

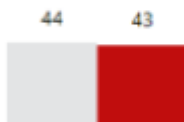


We have seen five fire deaths this call year which is comparable to the previous year.

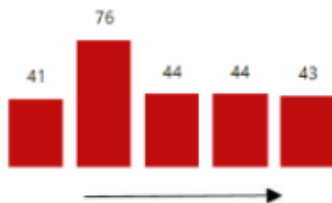
Three fire fatalities occurred in dwellings and two occurred in road vehicles.

## Fire Casualties

Call Year to Date ▼ -2%



Rolling 5 Years ▲ 5%

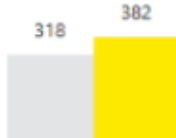


Fire casualties are similar across the rolling five years with the exception of the peak four years ago.

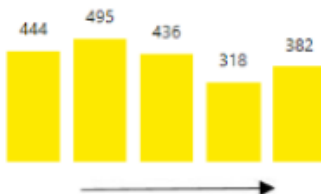
Of the 43 casualties, 34 occurred in the home, three in a work place, two in a road vehicle, three outdoors and one in a boat.

## Road traffic collisions attended

Call Year to Date ▲ 20%



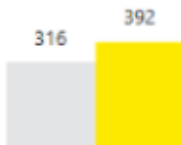
Rolling 5 Years ▼ -14%



We have attended 382 road traffic collisions in this call year, this is higher than the previous year but lower than the rolling five years.

## People killed or seriously injured in road traffic collisions

Call Year to Date ▲ 24%



Rolling 5 Years ▲ 3%

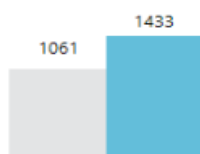


There have been 392 people killed or seriously injured in this call year. This is up by 3% against the rolling five years.

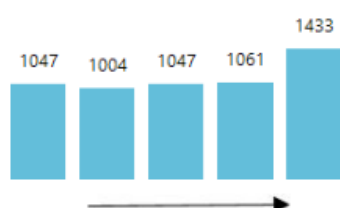
Police dataset, the last 12 months is provisional data.

## Special service incidents attended

**Rolling 12 months** ▲ 35%



**Rolling 5 Years** ▲ 37%

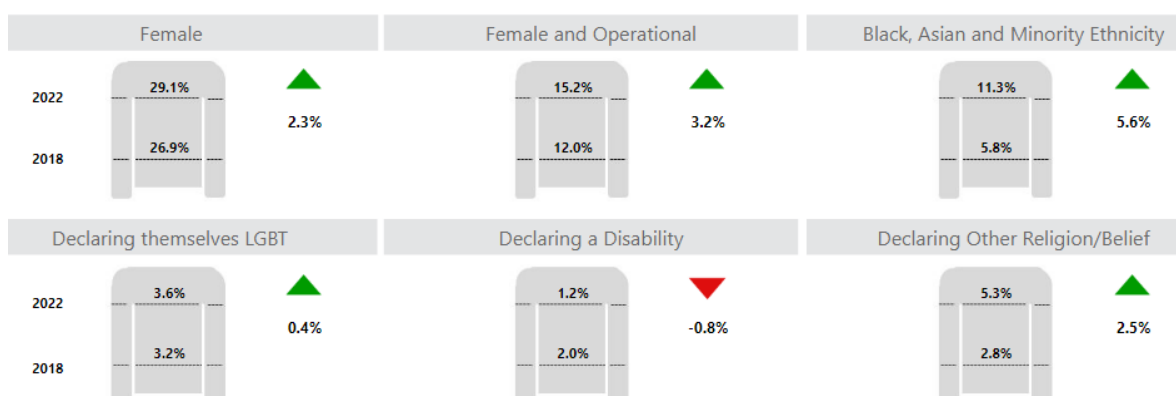


We have attended 1433 special services incidents this year. This is a 37% increase on the rolling five years.

537 incidents out of a total 1,433 incidents were assisting other agencies.

The largest contributors to this are an increase in co-responding and assisting other agencies (66% increase across five years), making safe and advising on non-environmental flooding (100% increase), rescue of trapped wild animals (64% increase) and attempted suicides (34% increase).

## Applicant diversity over a rolling five years



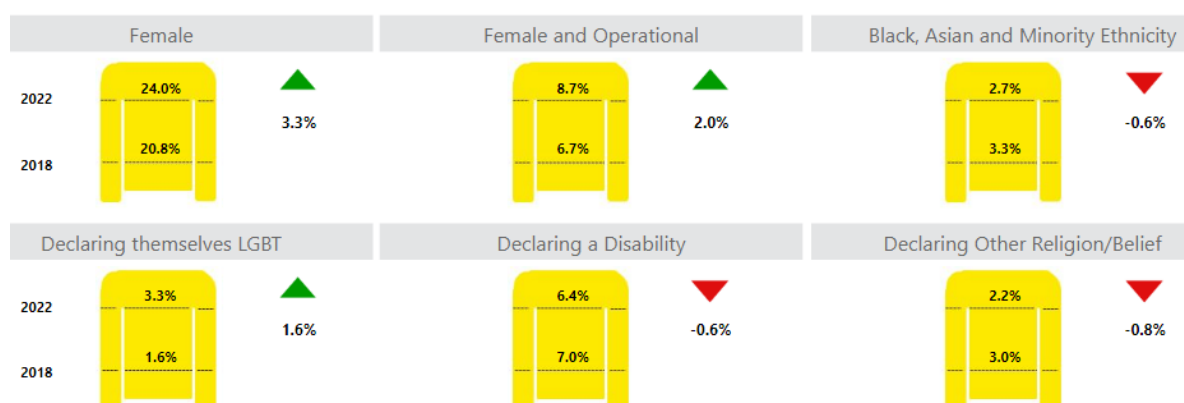
11.3% of applicants were from black and minority ethnic communities (8.3% of On-Call applicants and 15.7% of support applicants). This unfortunately does not translate through to the percentage of new recruits into the Service who are from black and minority ethnic backgrounds and we are working to identify where specifically within our recruitment processes we need to target our ongoing positive action activities.

29.1% of all applicants were female, 15% of On-Call applicants were female and this led to 15% of new On-Call recruits being female as well. Overall, 32.7% of all new recruits were female, this is higher than the current proportion of female staff in our workforce so will have a positive impact on our workforce profile.

5.3% of all applicants declared having a religion/belief other than Christianity. However only one of those applicants was recruited - this was 1.9% of all new recruits up from 0% last year.

9.6% of new recruits declared identifying as LGBTQIA+. This is compared to 2.7% of all new recruits last year and compared to 3.6% of all applicants declaring identifying as LGBTQIA+.

## Workforce diversity



Our full-time equivalent workforce on 31 March 2022 was 531.4 compared to 575.5 last year. The number of operational staff has decreased by 30 over the past 12 months, to bring the workforce back in line with the agreed establishment and eliminating the over-establishment that we have had in place over the past couple of years. This has been a managed process to retain experience and provide opportunity for skills transfer. Headcount is 619 compared to 639 last year.

The proportion of staff from black and minority ethnic communities is now 2.7%. This time last year we had 26 staff declaring BAME background in their equalities data, now we have 20.

24% of the workforce overall is female; 8.7% of the operational workforce. 22.9% of all managers are female, with 4.8% of operational managers female. 81% of Combined Fire Control managers are female. 57% of managers in our professional support services are also female.

**We will be working to support businesses to ensure compliance with the fire safety order and we monitor this through;**

**The number of non-domestic fires.**

We have seen 109 accidental non-domestic fires this year. This is comparable with the numbers over the previous five years.

**The number of business engagements identified through our risk based audit programme.**

There was a pause in the completion of business engagements undertaken by watches during the COVID period, with 16 business engagement reported in the previous year's figures however the Fire Protection Team has actively supported businesses within the community and has carried out both face to face and desktop audits. This year we have conducted 408 business engagements.



**To ensure that we are delivering value for money for our communities we will monitor;**

**Our collaborations and the benefits that these bring to us, our partners and to our communities.**

We continually monitor our collaborations to ensure that they are continuing to deliver benefits to the Service or our communities. We will cease collaborations if we find that they are not delivering the benefits as required. We actively seek to collaborate and over the past year have entered new collaborations, for example, our collaboration with Essex Fire and Rescue Service for the provision of safeguarding support and access to resources, this has provided both resilience and a cost saving. The Service has also entered a collaboration with EEA to utilise facilities at the HART Melbourn base. We conducted and received a COVID Peer Review with Cambridgeshire Constabulary and entered a collaboration for Level 4 Fire Safety Training Courses. We have considered collaboration for the disposal of used uniform. The Service has also entered collaborations to enable information sharing.

**Savings that we achieve through improving our business practices. These may be financial savings and/or more efficient ways of working.**

The Service looks to use technology to automate business processes and deliver improvements using technology. Work is delivered through the digital strategy to achieve these. Work has also been conducted to look at spend and identify ways to reduce these as well as engagement with suppliers to jointly look at ways to reduce the impacts of increased costs of goods. The Service continually evaluates activities to ensure that they are delivering the anticipated benefits and that we are making best use of our resources.

## Source Document

IRMP 2020-24

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To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 16 June 2022

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## Final Revenue and Capital Budget Position 2021-22 and Treasury Management Statement

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with the final 2021/22 revenue and capital budget outturn position.

### 2. Recommendations

- 2.1 The Authority is asked to:

- note the revenue and capital budget outturn position;
- note the Treasury Management Statement attached at Appendix 3;
- approve the requested budget holder carry forwards.

### 3. Risk Assessment

- 3.1 **Economic** - the carry forwards and maintenance of adequate reserves will continue to be critical over the coming years to ensure that the Authority can respond to any future spending reviews whilst minimising the impact on service delivery.

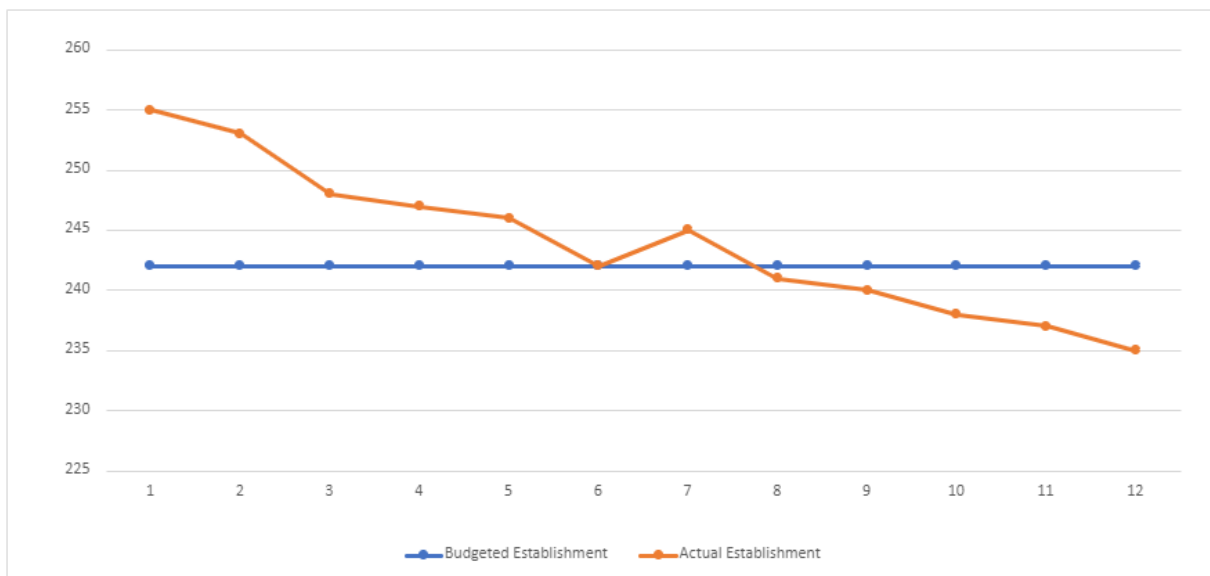
### 4. Background

- 4.1 The budget for 2021/22 was approved at the Fire Authority meeting held in February 2021. The total budget was set at £30.682m with a total precept of £21.4m. The proposed budget did not include any pay award inflation in accordance with Government guidance at the time of preparation. The impact of a 1% pay award on the budget is a pressure of £250k.
- 4.2 At its meeting in June 2021 the Authority approved a revenue carry forward of £1.411m. The carry forward included grant income of £0.354m. The revised

revenue budget for the 2021/22 financial year is therefore £32.09m. The carry forwards are yet to be applied to the budget.

## 5. Final Revenue Outturn Position

- 5.1 The budget for full-time firefighters overspent slightly at year-end. The Service introduced control measures to monitor and manage overtime along with robust modelling of future recruitment to ensure control over this budget whilst maintaining crewing levels at an appropriate level. This resulted in a significant reduction against the overspending shown earlier in the financial year.



- 5.2 The budgets for other employee groups showed a small underspending at year-end. This was as a result of higher than expected attrition rates within the professional support services.
- 5.3 The premises budget underspent by £115k. The business rates for the Service were subject to a full review and have been reduced as a result. The on-going savings will be £50k per annum. The on-going impact of our SHQ building not being occupied has reduced energy usage.
- 5.4 The supplies and services budget is underspent. This is owing to a retrospective one-off rebate on business rates, delays in incurring project costs and significant savings identified to pay for on-going unbudgeted pay award(s). There is also a pre-payment of ICT contract costs that resulted in an additional underspend as costs were attributed to the previous financial year in error.
- 5.5 The other grant budget was subject to significant changes during the 2021/22 financial year. These changes included additional S31 grants from Government for council tax compensation, ESMCP, an additional COVID-19

Grant, a Pension Grant to deal with McCloud administration and additional income resulting from the pooling of business rates.

## 6. Results for the Year

- 6.1 The final outturn position on the revenue budget, before application of carry forwards, reflects the spending trend reported to the Policy and Resources Committee throughout the financial year. After applying these, the final position is an underspend of £35k. This underspend will be transferred to the General Reserve. A simple summary of the final outturn is shown below; further details, in normal budgetary control format, are set out in Appendix 1.

<b>Budget Area</b>	<b>Under (-) / Over (+) £'000</b>
Controllable expenditure/income	-3,266
Safety Netted Expenditure*	150
Capital Financing	-221
Creation of Business Continuity Reserve/Tactical Reserve	1,143
Over achieved Precept income	481
ESMCP	641
Committed Revenue Expenditure (orders raised but not paid)	480
Delegated Budgets Carried Forward	555
<b>Final Under(-)/Over spend from 2021/22</b>	<b>-35</b>

- 6.2 The carry forwards (detailed breakdown attached at Appendix 2) are required for;

<b>Funding Requirements</b>	<b>£'000</b>
ESMCP(including coverage grant)	647
Staffing	65
Occupational Health Fitness	5
Business Development Projects	10
Business Support	70
Control	5
Learning and Development	65
People and Diversity	45
ICT	133
Resilience	19
Community Fire Safety	43
Corporate Workwear	93
Media and Communications	42
Local Resilience Forum	6

## 7. Balance Sheet and Reserves

7.1 Particular attention is drawn to the position relating to the Authority Reserves that provide financial flexibility when dealing with unexpected circumstances. Specific reserves are set aside to provide for known or predicted liabilities.

7.2 A summary of movements in existing reserves is shown in the table below; the useable general reserve is £2,133k.

	Note	Balance at 01/04/19	In year Movement (-) funding out / funding in	Balance at 31/03/20
		£000	£000	£000
General Reserve	7.2	2,098	35	2,133
Property Development Reserve	7.3	8,350	-2,586	5,764
Financial Business Continuity Reserve	7.4	-	1,000	1,000
Tactical Reserve	7.5	200	100	300
Wholetime Reserve		400	-	400
Pension Reserve		523	-	523
<b>Total</b>		<b>11,571</b>	<b>-1,451</b>	<b>10,120</b>

7.3 The Property Development Reserve is set aside to finance the costs of current and future refurbishment and development of the Authority estate. It is being used to fund the new Huntingdon Community Fire and Rescue Station and Training Centre.

7.4 The Financial Business Continuity Reserve has been created using additional income from business rates and underspend. The fund will be used as part of the strategy for dealing with potential financial pressures resulting from inflation in the future.

7.5 The Tactical Reserve was formerly the Community Safety Reserve. It is proposed that this reserve will be used by Heads of Groups to fund specific projects and improvements across the Service. The award of funds will be subject to a business case.

## 8. Capital Programme

8.1 The final expenditure figures on the Capital Programme are detailed in the table below:

		Original Budget	Order Carry Forwards	Revised Estimate	Total Committed to Date	Actuals to Date
		£000's	£000's	£000's	£000's	£000's
Expenditure						
Vehicles	8.2	2,258	107	2,365	2,331	300
Land and Buildings	8.3	7,172	234	7,406	5,432	5,307
Equipment	8.4	272	197	469	228	213
IT and Communications	8.5	775	91	866	237	293
		10,477	629	11,106	8,228	6,113
Financing						
Capital Receipts		-457	0	-457	-457	-292
Loan/Borrowing		-2,550	0	-2,550	0	-2,566
Application of Reserves		-6,833	0	-6,833	-6,505	-2,587
Revenue Contribution		-637	-629	-1,266	-1,266	-668
		-10,477	-629	-11,106	-8,228	-6,113

8.2 This budget (vehicles) covers the purchase of operational and non-operational vehicles. The adjustment was in respect of carry forwards for service cars, vans and fire appliances ordered in 2019/20 but not received owing to continued supply chain issues with the car provider. The programme for 2020/21 was again subject to significant delays relating to supply of semi-conductors for the automotive industry.

8.3 This budget (land and buildings) also covers the maintenance of existing properties, investment in new facilities and the purchase of the land at St John's. The adjustment relates to carry forwards from last year of funds provided for the committed capital improvements at fire stations.

8.4 The equipment budget relates to operational equipment; heavy duty rescue equipment, thermal imaging cameras, radios and appliance ladders.

8.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The spend on the new mobilisation system is included here.

8.6 The outstanding capital schemes that were started and not finished will be completed in the 2022/23 financial year. The funding that has not yet been applied to these schemes will be drawn down at the appropriate time, after

consideration has been given to the current Treasury Management Strategy. A separate report, detailing adjustments, will be presented to the Policy and Resources Committee later in the financial year, providing an update on the detailed position.

## Source Documents

Final Accounts working papers

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Huntingdon

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## Appendix 1

Category Desc	Para	Revised Budget	Budget To Date	Actual To Date	Variance	Var %age
Full Time Firefighters		£ 13,169,147	£ 13,169,147	£ 13,218,022	£ 48,875	0.37%
Control Room Staff		£ 1,677,360	£ 1,677,360	£ 1,748,807	£ 71,447	4.26%
Local Govt. Employees		£ 3,440,661	£ 3,440,661	£ 3,303,893	-£ 136,768	-3.98%
Senior Management (Hay)		£ 3,696,055	£ 3,696,055	£ 3,624,081	-£ 71,974	-1.95%
Recruitment & Training		£ 776,563	£ 776,563	£ 541,378	-£ 235,185	-30.29%
Fire Allowances		£ 680,740	£ 680,740	£ 696,590	£ 15,850	2.33%
<b>EMPLOYEE COSTS</b>	<b>5.1 - 5.2</b>	<b>£ 23,440,526</b>	<b>£ 23,440,526</b>	<b>£ 23,132,772</b>	<b>-£ 307,754</b>	<b>-1.31%</b>
Property Maintenance		£ 351,767	£ 351,767	£ 398,619	£ 46,852	13.32%
Insurance		£ 73,840	£ 73,840	£ 46,386	-£ 27,454	-37.18%
Energy Costs		£ 319,780	£ 319,780	£ 255,347	-£ 64,433	-20.15%
Cleaning		£ 60,867	£ 60,867	£ 45,647	-£ 15,220	-25.01%
Rents & Rates		£ 613,740	£ 613,740	£ 559,017	-£ 54,723	-8.92%
<b>PREMISES</b>	<b>5.3</b>	<b>£ 1,419,994</b>	<b>£ 1,419,994</b>	<b>£ 1,305,015</b>	<b>-£ 114,979</b>	<b>-8.10%</b>
Car & Cycle Allowances		£ 68,960	£ 68,960	£ 46,279	-£ 22,681	-32.89%
Vehicle Running Expenses		£ 177,054	£ 177,054	£ 185,508	£ 8,454	4.77%
Vehicle Insurance		£ 178,590	£ 178,590	£ 140,248	-£ 38,342	-21.47%
<b>TRANSPORT AND MOVEABLE PLANT</b>		<b>£ 424,604</b>	<b>£ 424,604</b>	<b>£ 372,035</b>	<b>-£ 52,569</b>	<b>-12.38%</b>
Office Expenses		£ 315,028	£ 315,028	£ 177,851	-£ 137,177	-43.54%
IT & Communications Equip.		£ 2,235,280	£ 2,235,280	£ 1,624,725	-£ 610,555	-27.31%
Fire Equipment		£ 361,318	£ 361,318	£ 335,030	-£ 26,288	-7.28%
Uniforms & Clothing		£ 394,194	£ 394,194	£ 284,501	-£ 109,693	-27.83%
Other Supplies & Services		£ 2,033,577	£ 2,033,577	£ 1,434,327	-£ 599,250	-29.47%
<b>SUPPLIES AND SERVICES</b>	<b>5.4</b>	<b>£ 5,339,397</b>	<b>£ 5,339,397</b>	<b>£ 3,856,434</b>	<b>-£ 1,482,963</b>	<b>-27.77%</b>
<b>CONTROLLABLE EXPENDITURE</b>		<b>£ 30,624,521</b>	<b>£ 30,624,521</b>	<b>£ 28,666,255</b>	<b>-£ 1,958,266</b>	<b>-6.39%</b>
Other Income		-£ 1,938,196	-£ 1,938,196	-£ 1,855,622	£ 82,574	4.26%
Other Government Grants		-£ 1,801,948	-£ 1,801,948	-£ 3,192,847	-£ 1,390,899	-77.19%
<b>CONTROLLABLE INCOME</b>	<b>5.5</b>	<b>-£ 3,740,144</b>	<b>-£ 3,740,144</b>	<b>-£ 5,048,469</b>	<b>-£ 1,308,325</b>	<b>-34.98%</b>
<b>NET CONTROLLABLE EXPENDITURE</b>		<b>£ 26,884,377</b>	<b>£ 26,884,377</b>	<b>£ 23,617,787</b>	<b>-£ 3,266,590</b>	<b>-12.15%</b>
Debt Charges		£ 1,266,278	£ 1,266,278	£ 975,570	-£ 290,708	-22.96%
External Interest		-£ 90,000	-£ 90,000	-£ 19,897	£ 70,103	77.89%
<b>CAPITAL FINANCING</b>		<b>£ 1,176,278</b>	<b>£ 1,176,278</b>	<b>£ 955,673</b>	<b>-£ 220,605</b>	<b>-18.75%</b>
Pensions - Lump Sums		£ 659,580	£ 659,580	£ 980,978	£ 321,398	48.73%
Operational Fire Budget		£ 3,329,281	£ 3,329,281	£ 3,158,283	-£ 170,998	-5.14%
<b>SAFETY-NETTED EXPENDITURE</b>		<b>£ 3,988,861</b>	<b>£ 3,988,861</b>	<b>£ 4,139,261</b>	<b>£ 150,400</b>	<b>3.77%</b>
<b>NET EXPENDITURE</b>		<b>£ 32,049,516</b>	<b>£ 32,049,516</b>	<b>£ 28,712,721</b>	<b>-£ 3,336,795</b>	<b>-10.41%</b>
<b>Grand Totals</b>		<b>-</b>	<b>-</b>	<b>-£ 35,000</b>	<b>-£ 35,000</b>	

## Appendix 2

Number	Area of Responsibility	Group	Requester	Description	Value	Revenue / Capital	Revenue Category	Nominal Code From
1	ACFO	LRF	jane Ashwell	Ringfenced CPLRF expenditure	£5,817	Revenue	Local Resilience Forum	2605525 - £4234 2410525 - £130 8260525 - £1453
3	ACFO	Resilience	John Sherrington	National resilience training and PPE	£ 8,740	Revenue	Resilience	2605514
4	ACFO	Resilience	John Sherrington	Ringfenced Police Grant	£10,000	Revenue	Resilience	8680514
5	ACFO	Community Fire Safety	Ed Miller	Ringfenced Firebreak income & children and young person grant	£ 42,720	Revenue	Community Fire Safety	2648510 - £30680 8280510 - £12040
6	ACFO	Fire Control	jenni Illingworth	Purchase of new 24 hour chairs for control	£ 4,800	Revenue	Control	2666398 - £2000 0887398 - £2000 2000398 - £800
7	ACFO	Fire Protection	Sean Hedger	ESMCP-Systel integration costs	£15,000	Revenue	Fire Protection	Updates codes
1	DCE	Bus Dev & Risk	Tamsin Mirfin	Secondment - to overlap when Iola is back as can only go out for minimum of 12 months	£10,000	Revenue	Business Intelligence & Performance	0238504 - £1000-900 <del>8680504 - £9000</del>
5	DCE	Bus Dev & Risk	Tamsin Mirfin	ESMCP Funding	£641,624	Revenue	Bus Dev & Risk	
	DCE	Bus Dev & Risk	Tamsin Mirfin	ESMCP Funding (T&S )	£5,248	Revenue	Bus Dev & Risk	
6	DCE	Human Resources	Sam Smith	Back dated recruitment role revaluation	£1,000	Revenue	Human Resources	2490506
7	DCE	Human Resources	Sam Smith	People team Honorariums	£2,000	Revenue	Human Resources	138505
8	DCE	Learning & Development	Sam Smith	Positive Action/ Inclusion Officer Role	£38,000	Revenue	Human Resources	0887500 - £15000 0888500 - £52000 0138500 - £8000
11	DCE	Business Support	Tracey Stradling	Staff job revaluation & succession planning	£ 43,000	Revenue	Business Support	120591
12	DCE	Business Support	Tracey Stradling	Working rig - bulk orders and contract extension	£ 93,000	Revenue	Corp workwear/uniform	2711591 - £39000 2712591 - £54000
	DCE	Business Support	Tracey Stradling	Carry forward for scrap car budget in 591	£ 25,000	Revenue	Business Support	1093585
13	DCE	Equality	Christine Doody	Recruitment agency fees	£ 4,235	Revenue	Diversity	2615518
15	DCE	Media & Comms	Hayley Douglas	Income from PCC for internet funding	£ 15,000	Revenue	Media & Comms	8680502
16	DCE	Media & Comms	Hayley Douglas	Digital sharepoint post	£27,000	Revenue	Media & Comms	2481502 - £15000 2500502 - £6000 2615502 - £3000 0138502 - £3000
17	DCE	ICT	John Fagg	ICT projects as detailed in I46	£ 132,500	Revenue	ICT	2011594 - MDT Software Licences - £22,500 8680594 - Mobile Phone Upgrade - £50,000 2103594 - Unified Comms/VOIP Telephony Solution - £60,000
18	DCE	Occ.Health	Danny/John Fagg	Drug & Alcohol Testing (new)	£ 5,000	Revenue	Occupational Health - Fitness Equipment Etc	2900582 - Hired support (payroll - surplus £16930)
19	DCE	Business Support	Tracey Stradling	Pay arrears for BSG member of staff	£ 2,100	Revenue	Business Support	420591
20	DCE	Deputy Chief Exec	Matthew Warren	21/22 Performance Review	£65,000	Revenue	Staffing	2605769

# **Annual Treasury Management Review 2021/22**

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Cambridgeshire and Peterborough Fire Authority  
May 2022

# Annual Treasury Management Review 2021/22

## 1. Introduction

1.1 This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

1.2 During 2021/22 the minimum reporting requirements were that the full Fire Authority should receive the following reports;

- an annual treasury strategy in advance of the year,
- a mid-year, (minimum), treasury update report,
- an annual review following the end of the year describing the activity compared to the strategy (this report).

1.3 The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by Members.

## 2. Treasury Position as at 31 March 2022

2.1 At the end of 2021/22 the Authority's treasury (excluding borrowing by Public Finance initiatives (PFI and finance leases) position was as follows;

DEBT PORTFOLIO	31 March 2021 Principal	Rate/ Return	Average Life yrs	31 March 2022 Principal	Rate/ Return	Average Life yrs
Total Debt	£3.200m	4.40%	33	£5.700m	4.40%	36
Capital Financing Requirement	£5.200m			£8.592m		
Over / (under) Borrowing	(£2. 000)m			(£2. 892)m		
Total Investments	£10.681m	0.04%		£8.508m	0.48%	
Net Investments	£7.481m			£2.808m		

INVESTMENT PORTFOLIO	Actual 31.03.2021 £000	Actual 31.03.2021 %	Actual 31.03.2022 £000	Actual 31.03.2022 %
Treasury Investments				
Banks	8,681	81.27	8,508	100
Building Societies - rated	2,000	18.73	£nil	
<b>TOTAL TREASURY INVESTMENTS</b>	<b>10,681</b>	<b>100</b>	<b>8,508</b>	<b>100</b>

## 2.2 Investment Outturn

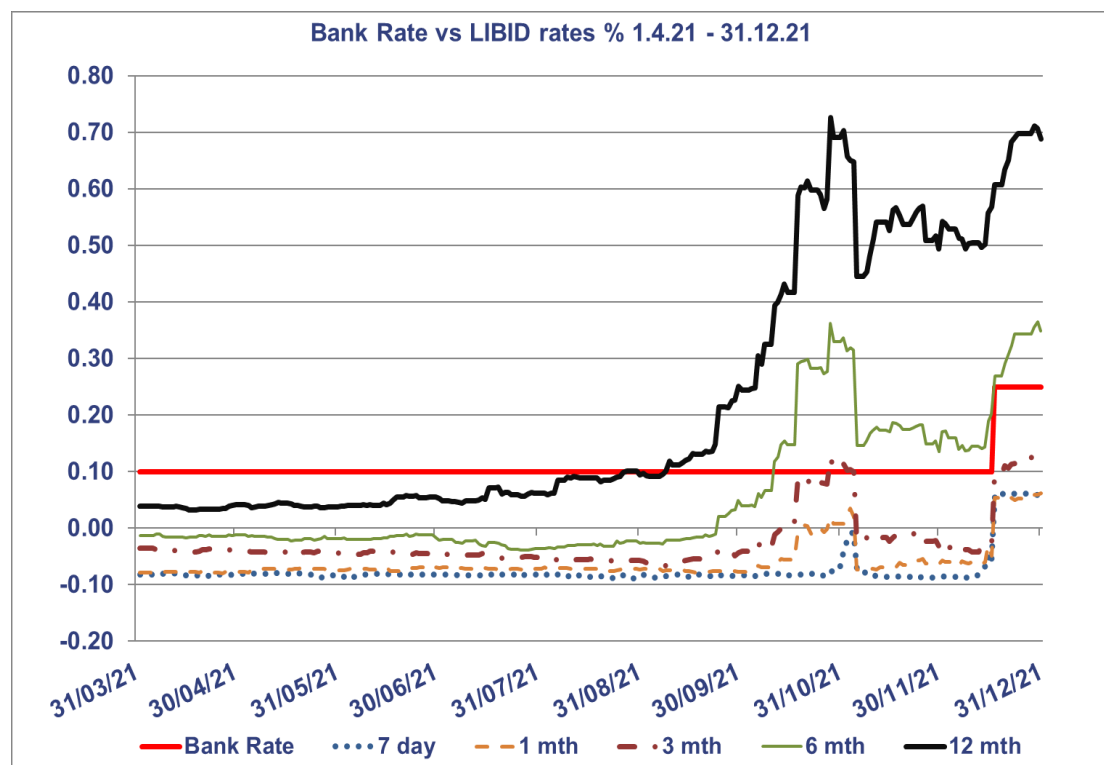
2.2.1 **Investment Policy** – the Authority’s investment policy is governed by MHCLG investment guidance which has been implemented in the investment strategy approved by the Authority in February 2018. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data such as rating outlooks, credit default swaps and bank share prices etc. The investment activity during the year conformed to the approved strategy and the Authority had no liquidity difficulties.

2.2.2 **Resources** – the Authority’s cash balances comprise revenue and capital resources and cash flow monies. The Authority’s core cash resources comprised as follows;

Balance Sheet Resources (£m)	31 March 2021	31 March 2022
Balances	2,098	2,133
Earmarked Reserves	7,007	8,460
Usable Capital Receipts	1,319	1,319
Useable Capital Grants	2,587	-
<b>TOTAL</b>	<b>13,011</b>	<b>11,912</b>

### 3. The Strategy for 2021/22

#### 3.1 Investment Strategy and Control of Interest Rate Risk



- 3.1.1 Investment returns remained close to zero for much of 2021/22. Most local authority lending managed to avoid negative rates and one feature of the year was the continued growth of inter local authority lending. The expectation for interest rates within the treasury management strategy for 2021/22 was that Bank Rate would remain at 0.1% until it was clear to the Bank of England that the emergency level of rates introduced at the start of the COVID-19 pandemic were no longer necessitated.
- 3.1.2 The Bank of England and the Government also maintained various monetary and fiscal measures, supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the various lockdowns/negative impact on their cashflow. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates remained low until towards the turn of the year when inflation concerns indicated central banks, not just the Bank of England, would need to lift interest rates to combat the second-round effects of growing levels of inflation (CPI was 6.2% in February).
- 3.1.3 While the Authority has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

- 3.1.4 Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing counterparty risk exposure, by having fewer investments placed in the financial markets.

### 3.2 **Borrowing Strategy and Control of Interest Rate Risk**

- 3.2.1 During 2021/22, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were very low and minimising counterparty risk on placing investments also needed to be considered.
- 3.2.2 A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.
- 3.2.3 The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.
- 3.2.4 Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Treasurer therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks;
- if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
  - if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.
- 3.2.5 Interest rate forecasts expected only gradual rises in medium and longer-term fixed borrowing rates during 2021/22 and the two subsequent financial years until the turn of the year, when inflation concerns increased significantly. Internal, variable, or short-term rates, were expected to be the cheaper form of borrowing until well in to the second half of 2021/22.

## Appendix 1

### Prudential and Treasury Indicators

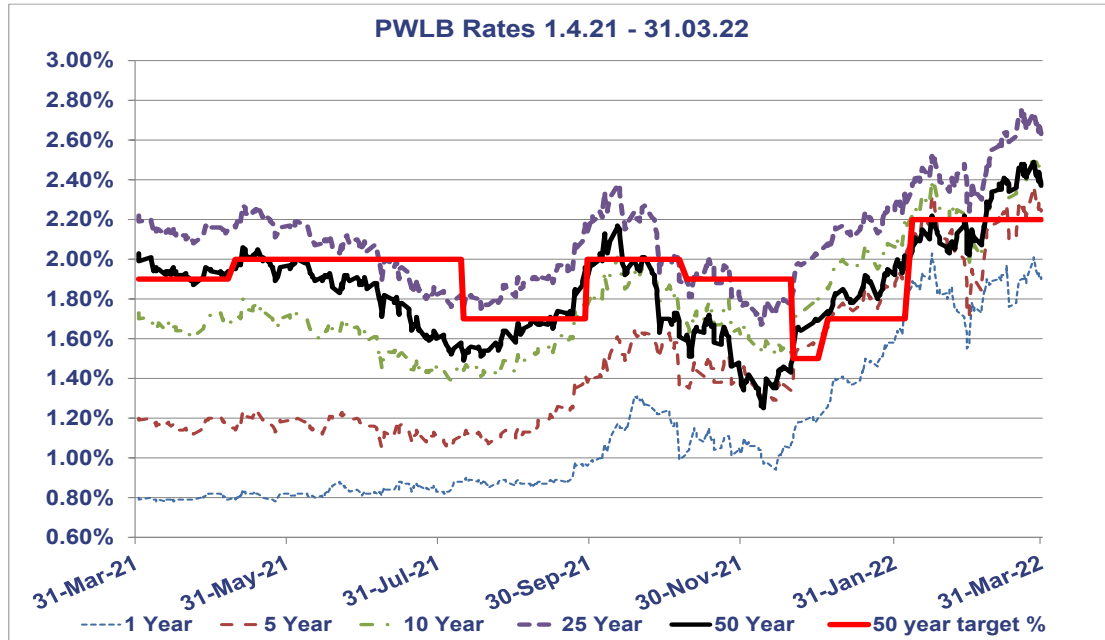
-	Budget 2021/22 £m
	£m
Capital Financing Requirement	6.003
Operational Boundary Actual External Debt as at 31 March 2022	9.587
Authorised Limit	11.087
Upper limit for fixed interest rate exposure Net principal fixed rate borrowing / investments	100%
Upper limit for variable interest rate exposure Net principal variable rate borrowing / investments	100%
Upper limit for total principal sums invested for over 364 days	0%
Maturity structure of new fixed rate borrowing during 2021/22:	
	Upper Limit
under 12 months	100%
12 months and with 24 months	100%
24 months and within 5 years	100%
5 years and within 10 years	100%
10 years and above	100%



## Appendix 2

### Borrowing and Investment Rates

#### PWLB Rates 2021/22



#### Investment Rates and Forecasts

Link Group Interest Rate View 8.2.21													
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.90	0.90	0.90	0.90	1.00	1.00	1.10	1.10	1.10	1.20	1.20	1.20	1.20
10 yr PWLB	1.30	1.30	1.30	1.30	1.40	1.40	1.50	1.50	1.50	1.60	1.60	1.60	1.60
25 yr PWLB	1.90	1.90	1.90	1.90	2.00	2.00	2.10	2.10	2.10	2.20	2.20	2.20	2.20
50 yr PWLB	1.70	1.70	1.70	1.70	1.80	1.80	1.90	1.90	1.90	2.00	2.00	2.00	2.00



To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 16 June 2022

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## Business Continuity – Financial Contingency Plan

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the Service's proposed approach to how it manages business continuity with regards to financial planning.

### 2. Recommendation

- 2.1 The Authority is asked to note the progress made to date and the proposed timing of next steps (paragraph 4 refers).

### 3. Risk Assessment

- 3.1 **Political** – the political impact of identifying options relating to changing the Service, especially where options relate to the impact of service delivery, will be challenging. The Authority and the Service is likely to receive intense pressure from internal and external groups including the public, representative bodies and local MP's when options are collated and published.
- 3.2 **Economic** – there is significant risk on the budget at the present time owing to high inflation. This coupled with existing Government policy to restrict council tax increases to 2% may result in the Service not being able to recommend a balanced budget to the Fire Authority for future financial year(s).
- 3.3 **Social** - any options identified that have a negative impact on service delivery will be felt by local communities and may significantly affect our workforce.
- 3.4 **Legal** – there is a risk that without sufficient financial contingency planning, the Chief Finance Officer would have to make a report under Section 114 of the Local Government Finance Act 1988, known as a Section 114 notice, if it appears to them that the expenditure of the Authority in a financial year is

“likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.S114 of the Local Government Finance Act.”

#### 4. Background

- 4.1 Since 2010 the Service, with significant support from the Fire Authority, has spent substantial time and effort reducing the cost of running the Service, cutting circa £7 million from the budget, whilst mitigating the operational impact. Despite the reduction in available finances the Service has streamlined and continued to deliver a good efficient and effective fire and rescue service (evidenced by our HMICFRS Inspection reports).
- 4.2 More recently, significant events including the pandemic, the UK’s departure from the European Union and conflict within Ukraine have resulted in widespread economic uncertainty. This uncertainty, along with the current rate of inflation being experienced, has focussed the Service on preparing business continuity plans for potential financial challenges that it may face. If a pay award is agreed above that budgeted in the current financial year, the Service may have to bring options and recommendations to the Authority later in the financial year in order to finance any pressure.
- 4.3 The Service has commenced preparing for a business continuity event by looking at the structure of each one of its professional support service functions. Each function has been challenged to present alternative options for providing the service that would save money, whilst identifying the potential impact it would have on the service being delivered. As such, it will offer graded options to allow professional support aspects to be shrunk to meet the demands of reduced budgets while still meeting the organisations statutory duties.
- 4.4 The work to identify potential savings for the operational side of the Service has also commenced. Similar to the professional support functions, options for savings will be considered against impact. The Operational Response Review project is currently identifying a suite of options to provide a service with a reduced budget specifically in response to the changing financial situation. The project is also identifying additional options to enhance the efficiency and effectiveness of the Service.
- 4.5 Both the professional support and the operational response reviews will be combined to create the Business Continuity Plan for Financial Contingency and will be constructed over the coming months, with a detailed plan being presented to the Authority. It is important that the organisation prepares for the potential risk and it is further proposed that the plan will be assessed and presented to the Authority on an annual basis moving forward.
- 4.6 Once all work has been complete, the detailed options will be shared with the Authority. The options will clearly seek to mitigate the impact on reducing service levels to the public and as such, options will be ranked based upon the lowest impact. The table below provides an outline of activities and timings.

Activity	Timeline
Professional support service options	Complete
Operational Risk Review	Complete by September 2022
Share initial findings for professional support and Operational Risk Review with Fire Authority	Early October 2022
Finalise business continuity plan with options	Late October 2022
Present business continuity plan to Fire Authority	November 2022
Comprehensive Spending Review announced	November/December 2022
Present budget options and business continuity plan if required	December 2022
Final decision on budget	February 2023

## Source Documents

Fire Authority Meetings and Minutes

Location: Hinchingsbrooke Cottage  
Brampton Road  
Huntingdon

Contact Officer: Matthew Warren [matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk) 07786 023436



To: Cambridgeshire and Peterborough Fire Authority

From: Assistant Chief Fire Officer – Jon Anderson

Presenting officer(s): Area Commander – Stuart Smith  
01480 444500  
[stuart.smith@cambsfire.gov.uk](mailto:stuart.smith@cambsfire.gov.uk)

Date: 16 June 2022

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## Relocation of Papworth to Cambourne Community Fire Station - Update

### 1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on the work undertaken by Cambridgeshire Fire and Rescue Service (CFRS) in relation to the relocation of Papworth Community Fire and Rescue Station to Cambourne.
- 1.2 The report also details related activities to engage with the local communities and the next steps in relation to the vacated Papworth site.

### 2. Recommendations

- 2.1 The Authority is asked to:
  - 2.1.1 note the contents of this report and the work the Service has undertaken with its staff and communities that were affected by the move,
  - 2.1.2 approve the proposal to sell the site as detailed in Paragraph 5.

### 3. Background

- 3.1 In 2010 work started on our £1 million community fire and rescue station in Cambourne. This was offered to the Service under Section 106 of the Planning Act as part of the wider Cambourne township development. The intention of the Service was not to put a fire appliance there until we saw a sufficient shift in our risk profile from Papworth to Cambourne that supported such a move. After engagement with the Fire Authority and local politicians, it was agreed that the Papworth to Cambourne move would only happen when the risk profile had changed.
- 3.2 The location of Cambourne is preferable in terms of being better able to respond to our most serious incidents more quickly. It provides us with a much larger pool of people to recruit from, which should enhance the future

sustainability of the station. This has the potential to improve the availability of the appliance and therefore the opportunity to better support our local and wider response to emergency calls.

- 3.3 The relocation of Papworth Hospital to the Addenbrookes site in Cambridge had a foreseeable and significant impact on the On-Call staffing at the station. CFRS started planning for this by widening its recruitment to include the catchment area of Cambourne.
- 3.4 Until the station moved to Cambourne the arrangements for providing cover at Papworth were that most of the time day cover was provided by one of our roaming pumps; an appliance crewed by wholetime staff. This was because, since Papworth Hospital moved, we were unable to provide sufficient daytime cover with our On-Call staff who used to work there. Therefore, we based the roaming pump at Cambourne station as it is a better location for our risk profile and has better facilities than the Papworth site. The night time cover was provided by our On-Call Papworth and Cambourne staff who respond to the station at Papworth. We have eight staff, four live in Papworth and four in Cambourne. Now that we have moved to Cambourne those located in Papworth continue to be able to respond to Cambourne when they are available. .

#### 4. Engagement

- 4.1 As part of the station relocation from Papworth to Cambourne, CFRS contacted both parish councils and attended parish council meetings in March 2022 to explain the changes and rationale for the move.
- 4.2 CFRS produced a letter explaining the reasons for the move; this letter was distributed to more than 2000 homes in Papworth and the surrounding areas.
- 4.3 A similar letter was produced and distributed to more than 5000 homes in Cambourne; this letter also included a recruitment message promoting being an On-Call firefighter.
- 4.4 CFRS posted within the local Papworth and Cambourne Facebook groups, responding to any questions raised. These posts had good interaction with a number of positive comments generated.
- 4.5 Our Community Support Officers (CSOs) visited vulnerable residents in the community of Papworth to provide reassurance and offer home safety advice.
- 4.6 Staff at Papworth supported an open event on their last drill night at the fire and rescue station which the residents of Papworth were invited to attend.

#### 5. Station Move

- 5.1 The station relocated to the site in Cambourne on 3 May 2022; all staff from Papworth transferred across to Cambourne with the station move.



- 5.2 Papworth Community Fire and Rescue Station has now been emptied and secured whilst the Service goes through the sale process.
- 5.3 A professional valuation for the site has been sought and a proposal for sale has been received. It is proposed that the site is suitable for sale through an auction highlighting a guide price. The auction of the site will be managed by Cheffins and earmarked for sale in September 2022. This will allow sufficient time to produce a marketing plan to include a planning appraisal assessing what could be achieved on the site.
6. Operational Response
- 6.1 Since the move to Cambourne in May 2022 the station has been mobilised to nine incidents, four of which were within their local response area and five mobilisations were to support other incidents.
7. Recruitment
- 7.1 Recruitment of staff from the community of Cambourne continues with the station being prioritised for recruitment campaigns to increase its operational availability.

## Source Documents

IRMP 2020 to 2024

[Documents \(cambsfire.gov.uk\)](https://www.cambsfire.gov.uk/Documents)

Fire and Rescue National Framework for England

[Fire and rescue national framework for England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england)

Papworth – Cambourne Relocation Data – available on request

Location:

Hinchingbrooke Cottage, Brampton Road, Huntingdon

Contact Officer:

Area Commander Stuart Smith

07900 267853

[stuart.smith@cambsfire.gov.uk](mailto:stuart.smith@cambsfire.gov.uk)



To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 07768 023436  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 16 June 2022

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## Fire Authority Programme Management – Monitoring Report

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update against the projects for 2022/23.

### 2. Recommendation

- 2.1 The Fire Authority is asked to note the Programme Status Report, as at April 2022, attached at Appendix 1.

### 3. Risk Assessment

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

### 4. Background

- 4.1 To support the Service in its strategic planning process, the Integrated Risk Management Plan (IRMP) action plan for the financial year 2022/23 has been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
  - firefighters and staff,
  - senior leadership team,
  - Fire Authority,
  - regional fire and rescue services,
  - partners,

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and considers external factors.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking in to account any projects from the current financial year that will need to continue into the next to be completed.
- 4.5 The evaluation criteria focus on the following areas;
- benefits realisation – outlining the key benefit areas and how they can be achieved,
  - technical complexity – focusing on the complexity of the technical solution,
  - financial implications – including the estimated time and costs for project implementation and post project operational support,
  - business impact – covering the impact on key stakeholders and the organisation,
  - risks – the extent of risk exposure facing the organisation,
  - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
5. Progress Report on Corporate Projects 2022/23
- 5.1 The status of projects linked to delivery of corporate priorities is shown at Appendix 1.

## Source Documents

### Programme Status Report

Location: Hinchingsbrooke Cottage  
Brampton Road  
Huntingdon

Contact: Matthew Warren  
01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Type 3 (High)				
Projects	Issues	Successes	Project Performance	
<b>P108 Replacement ICCS and Mobilising Solution</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Jodie Houseago/Nicky Hoad</b> <b>Completion Date: TBC</b> <b>Overall status: Red</b>	<p>High Level overview provided by Systel however awaiting a detailed plan from them to confirm key dates around functionality, training, User Acceptance Testing and Go Live dates. (Project turned to red until plan confirmed)</p> <p>All training now on hold until configuration takes place around crewing within the system.</p> <p>Outstanding issues around Internet Protocol (IP) crossover on network between CFRS/SFRS. Estimated date for delivery of firewall equipment moved forward to May. Supplier to undertake pre-staging/configuration work w/c 23 May with view of Go Live w/c 30 May. Switches will not be delivered until later in the year – ICT currently investigating fully</p>	<p>Project Manager visited the supplier in France at the end of March. Really positive to meet the team and have some face to face discussions. Due to the success of this trip, more are planned when required – the first one being a workshop to review areas being worked on.</p> <p>Work package lead has been working with the supplier to get data ready for uploading to platform. Work progressing well. Significant work also completed around compiling data on crewing appliances for the supplier.</p> <p>Good work still being made on User Acceptance Tests scripts.</p> <p>Startphone training completed with supplier coming over to UK for first on site training.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	

<p><b>Replacement ICCS and Mobilising Solution continued.</b></p>	<p>the impact of install of switches/element of risk (this is exclusive to Dogsthorpe) and explanation paper being drafted which will be taken to Executive Board.</p> <p>Hunt Group/PSTN lines issue for the Station End Equipment ongoing. The supplier installed incorrect lines within CFRS and are fully aware of rectification work required. Supplier attending site to rectify.</p> <p>Airwave port still not working. Investigations continue between suppliers but as yet issue has not been identified which is holding up testing.</p> <p>Awaiting confirmation from suppliers of project dates so can understand how this will line up with DCS Go Live and how this affects other sector customers.</p>		<p><b>Timescales</b></p>
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## Business Development Programme Status Report

April 2022

<b>P137 Review of Operations</b> <b>Project Sponsor: Chris Strickland</b> <b>Project Manager: Simon Newton</b> <b>Project Manager/Lead Simon Thompson</b> <b>Completion Date: Phase 1 High Level Business Cases - May 2022</b> <b>Phase 2 Detailed Business Cases – September 2022</b> <b>Overall status: Green</b>	No current issues to report.	<p>Project on track – first major benchmark is to have high level business cases by May.</p> <p>Options will be designed under two key headings, financial savings (Objective 2) and efficiency. Objective 2 has increased in priority due to financial pressures.</p> <p>Nineteen work packages currently underway, some have been completed, some have been pushed back to complete by end of April. This has affected some internal timescales but will not impact key benchmark for high level business case for May.</p> <p>Identified new additional risk aligning to the ICCS and Mobs project due to some efficiency options being heavily dependent on new mobilising system.</p> <p>Internal communications to be increased over the next few weeks to ensure all are informed of update.</p> <p>Interdependencies across the Service identified and monitored.</p>	<b>Board</b>	Reporting direct to COAG.
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

## Business Development Programme Status Report

April 2022

Projects	Issues	Successes	Project Performance	
<b>P089 ESMCP (Emergency Services Mobile Communications Programme)</b> <b>PM: John Barlow</b> <b>Project Sponsor: Jon Anderson</b> <b>CFRS migration to Emergency Services Network (ESN) 2026</b> <b>Status: Amber</b>	Home Office revised schedules remain outstanding.		<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
	A lot of technology still not in place and some sites for mobile towers still not procured.		<b>Risk</b>	Potential high costs if Services remain on Airwave.
	Essex FRS has closed their ESMCP Project Team. London Fire downsizing their Project Team and focusing on coverage only.		<b>Controls</b>	Absence of accurate details.
	New testing device received but resources for testing may be a challenge (installation qualification requirements)		<b>Timescales</b>	Awaiting official revised timeline.
	DNSP connection put on hold; London has switched theirs off.			
	Loss of regional resources – FRS's expected to pick up additional work without any additional resources/funding.			



# Business Development Programme Status Report

April 2022

Projects	Issues	Successes	Project Performance	
<b>P126 Huntingdon Relocation</b> <b>Project Sponsor: Matthew Warren</b> <b>Project Manager: Jodie Houseago</b> <b>Completion date: Planning phase August 2021</b> <b>Build completion September 2022</b> <b>Move –December 2022</b> <b>Status: Green</b>	<p>Internal work delays have now eaten into the full contingency period of four weeks which was allocated to the programme (the supplier still hopes to recover this as they continue with the works).</p> <p>New risk added around the delay in getting our communications supplier to undertake their off site works.</p>	<p>Despite the delays to internal works, the supplier currently remains on programme for building handover.</p> <p>Superstructure and external works are progressing generally ahead of programme.</p> <p>Training building supplier started on site week commencing 4 April, a key milestone achieved.</p> <p>Regular monthly on site meetings scheduled along with fortnightly catch up calls. Majority of Project Managers time currently spent working through multiple information requests/ queries/final design proposals which are coming in from various sources.</p> <p>Next activity on the plan is for Project Manager to review/analyse the room data sheet information collected from those who will be moving.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	

# Business Development Programme Status Report

April 2022

<b>Huntingdon Relocation continued</b>		<p>Site visits for the watches and Training Centre instructors have been well received. Fire Authority have also requested a visit.</p> <p>Internal audit concluded; awaiting formal report but initial feedback positive.</p>	<b>Timescales</b>	<p>Build completion September 2022 but still on track to complete overall as originally planned project end date of December 2022.</p>
<b>P122 Training Centre Review</b> <b>Project Sponsor: Wayne Swales</b> <b>Project Manager: Vicky Best</b> <b>Completion date: 1-year trial to commence</b> <b>Project Closure: Review of Trial - TBC</b> <b>Status: Amber</b>	<p>Training Centre instructors continue to work to the existing collective agreement, following the rejection of the proposed shift system.</p> <p>Reporting on the project remains paused until there is an outcome from the on-going negotiations.</p>		<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risks</b>	
			<b>Control</b>	
<b>P132 NFCC Fire Protection Grant project</b> <b>Project Sponsor: Stuart Smith</b>	<p>Costs are currently unknown for risk management system to integrate to the mobilising system. Waiting for database</p>	<p>Project on track.</p> <p>Risk management system to mobile data terminals awaiting resources to complete work. Risk</p>	<b>Timescale</b>	<p>Paused.</p>
			<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	<p>£114,618 grant.</p>

# Business Development Programme Status Report

April 2022

<b>Project Manager: Sean Hedger</b> <b>Market Research: (extended)</b> <b>Business Case for each recommendation: Completion: April 2022 (all funding allocated by April 2022 but ICCS and Mobilising project work will not be completed – can be work package within wider ICCS and Mobilising project)</b> <b>Status: Green</b>	<p>requirements from inter-dependant departments. Meetings ongoing.</p> <p>Incorrect iPads sent (no sim card slot); new ones have now arrived and waiting for cases.</p> <p>Looking to put together an end project report for June with outstanding work being allocated to work packages or business as usual.</p>	<p>management system mapping completed by the supplier, map being built by Business Intelligence and PerformanceTeam.</p> <p>Level 3 training input completed and assignments ongoing. Level 4 input completed and assignments begun. Level 5 training courses identified and booked. Staff allocated to courses.</p> <p>Level 6 working with Learning and Development to identify provider for apprenticeship and preparing for professional discussions with interested fire protection staff to identify candidate.</p> <p>Awaiting Virtual Private Network roll out for Cambridgeshire (currently being rolled out in Bedfordshire) but able to use remote access in the meantime.</p>	<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Quarter 4 returns to PPRU (NFCC) due 22 April 2022.
<b>P133 Review the Ways of Working</b> <b>Project Sponsor: Matthew Warren</b>	<p>Briefing report should have been submitted 31 March 2022 but this has been delayed due to workloads and annual leave.</p>	<p>All the data from the support/operational and Combined Fire Control groups has now been received.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	

## Business Development Programme Status Report

April 2022

<b>Project Manager: Clare Hesselwood</b> <b>Phase 1 Completion – 31 March 2022</b> <b>Survey Returns 17 January 2022 (support) 24 January 2022 (operational)</b> <b>Evaluation period 31 January 2022</b> <b>Report/Briefing 31 March 2022</b> <b>Status: Green</b>		<p>The information has been entered into a prioritised briefing giving the main five themes for each of the three groups. This briefing report is due to be presented to the Project Board on 27 April 2022 where a decision will be made on the next steps for the project.</p>	<b>Controls</b>	
			<b>Timescales</b>	

### Type 2 Projects

Project	Issues	Successes	Project Performance	
<b>P138 On-Call Initiatives</b> <b>Project Sponsor: Simon Newton</b> <b>Project Manager: Kevin Andrews</b> <b>Five separate work streams</b> <b>Completion 13.5 Ladders Quarter 1 2022</b> <b>Crewing Quarter 2 2022</b> <b>Papworth to Cambourne Quarter 1 2022</b>		<b><u>Review 13.5 ladders</u></b> End Stage Report drafted in preparation for April Programme Board. Ongoing liaison with Fleet to arrange removal and storage. Operational Support Group preparing Service Advisory Note expected w/e 15 April 2022. Combined Fire Control drafting letter for neighbouring counties; this will be approved before distribution.	<b>Board</b>	Not required; Project Manager reports directly to Project Sponsor.
			<b>Team</b>	For each work stream.
			<b>Budget</b>	Specific to each work stream.
			<b>Risk</b>	

<p><b>Co-Responding Quarter 2 2022</b>  <b>Business Hub Quarter 2 2022</b></p> <p><b>Status: Green</b></p>		<p>Training Centre confirmed revised training courses ready to deliver post removal of 13.5 ladders. Learning and Development confirmed training records systems modules will be amended prior to 1 May 2022. Project team are looking at external communications requirements.</p>		
	<p>Risk – Capacity of Business Intelligence and Performance, conflicting priorities with Review of Operations work.</p> <p>Risk – Alerter signal in Papworth post sale of site. Being investigated.</p>	<p><b><u>Review minimum crewing</u></b>  First cut of data received from Business Intelligence and Performance marginal gains in availability identified through moving to crews of three, further data required to identify risks and opportunities.  Essex FRS confirmed they do not have reduced crewing; next step contacting Hertfordshire FRS.</p> <p><b><u>Papworth Move to Cambourne</u></b>  Final building works due to complete by 3 May 2022. Call sign C30P3 to be adopted as of 3 May 2022; work underway to identify impacts of call sign</p>		

<p><b>On-Call Initiatives continued.</b></p>	<p>Risk – Capacity due to cover for sickness resulting in resource being diverted to co-responding expansion.</p>	<p>change. Contracts agreed all staff are moving to the new site. Resilience assets staying for the interim, charging points scheduled for installation, temporary road traffic collisions compound to be created until sustainable solution agreed.</p> <p>Service Advisory Note to be created by Operational Support Group and internal and external communications supported by media team including Fire Authority.</p> <p><b><u>Co - Responding</u></b></p> <p>Awaiting application packs; training with EEAST scheduled for Soham on 23 April and Littleport on 30 April 2022.</p> <p>Regional Memorandum of Understanding (MOU) now in place. Ongoing liaison with media team. Updating policy and procedure based on MOU and creating process map for bringing additional stations online under business as usual.</p> <p><b><u>Pilot Scheme Remote Working Spaces</u></b></p>	<p><b>Control</b></p>
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On-Call Initiatives continued.		Name change from Business Hubs. Proof of concept trial rescheduled for May; awaiting approval from People Team and Legal Advisor. Draft remote working contracts being reviewed by People Team, On-Call and Legal Advisor.		
			Timescales	Specific to each work stream.

## Glossary

**Cambridgeshire Fire & Rescue Service (CFRS)**  
**Chief Officers Advisory Group (COAG)**  
**Combined Fire Control (CFC)**  
**Community Fire Risk Management Information System (CFRMIS)**  
**Community Fire Safety (CFS)**  
**Comprehensive Spending Review (CSR)**  
**East of England Ambulance Service Trust (EEAST)**  
**Emergency Services Mobile Communications Programme (ESMCP)**  
**Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**  
**Heads of Groups (HofG)**  
**Incident Command Unit (ICU)**  
**Integrated Risk Management Plan (IRMP)**  
**Mobile Data Terminals (MDT)**  
**National Fire Chiefs Council (NFCC)**  
**Project Manager (PM)**  
**Public Switched Telephone Network (PSTN)**  
**Service Action Notes (SAN)**  
**Site Acceptance Testing (SAT)**  
**To be determined/confirmed (TBD/TBC)**  
**Training Centre (TC)**  
**User Acceptance Testing (UAT)**  
**Whole-time (W/T)**



To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer – Matthew Warren

Presenting officer: Democratic Services Officer – Dawn Cave  
Telephone: 01223 699178  
Email: [dawn.cave@cambridgeshire.gov.uk](mailto:dawn.cave@cambridgeshire.gov.uk)

Date: 16 June 2022

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## Appointments to Committees and Outside Bodies

### 1. Purpose

- 1.1 To make appointments to Committees, outside organisations and other bodies.

### 2. Reasons for updating the schedule

- 2.1 There has been one change of Fire Authority membership since the Fire Authority meeting in February: Councillor Michael Atkins (County Council) replaces Councillor Peter McDonald. All other County Council and Peterborough City Council appointments remain unchanged.
- 2.2 Fire Authority Group Leaders have been asked to review the current appointments and make any changes, as appropriate.
- 2.3 As reported to the last meeting of the Fire Authority, a number of consequential changes arose out of recent changes to the Fire Authority's constitutional documents, specifically (i) the Discipline Committee has been renamed the Disciplinary and Grievance Committee, and (ii) the membership of the Joint Consultative Committee (JCC) has reduced by two Members. The attached schedule reflects these changes.

### 3. Recommendations

- 3.1 The Authority is asked to agree the updated schedule of appointments, as attached.

### 4. Risk Assessment

- 4.1 Political – It is important, where possible, to fill vacancies to ensure the effective operation of the Fire Authority's democratic process.

## Source documents

Schedule of appointments – attached

Minutes of the Fire Authority meeting held 10<sup>th</sup> February 2022

## APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES

### POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
<b>MICHAEL ATKINS</b>	<b>LD</b>
MANDY SMITH	C
EDNA MURPHY	LD
PHILIPPA SLATTER	LD
MOHAMMED JAMIL	L
BRYONY GOODLIFFE	L

### OVERVIEW AND SCRUTINY COMMITTEE

#### (8 members not to be appointed to the Policy and Resources Committee)

IAN GARDENER	C
MAC MCGUIRE	C
SCOTT WARREN	C
SIMONE TAYLOR	IND
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
CATHERINE RAE	L

**APPOINTMENTS COMMITTEE (7 members)**

KEVIN REYNOLDS	C
IAN GARDENER	C
MAC MCGUIRE	C
DAVID OVER	C
EDNA MURPHY	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

**PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)**

MOHAMMED JAMIL	L	
KEVIN REYNOLDS	C	
EDNA MURPHY	LD	
MAC MCGUIRE	C	Substitute
<b>MICHAEL ATKINS</b>	LD	Substitute

**APPEALS (PENSIONS) COMMITTEE (3 Members + 2 Substitutes)**

BRYONY GOODLIFFE	L	
JOHN GOWING	C	
ANDREW BOND	LD	
IAN GARDENER	C	Substitute
SEBASTIAN KINDERSLEY	LD	Substitute

**FIRE AUTHORITY DISCIPLINARY AND GRIEVANCE COMMITTEE (3 Members + 2 Substitutes)**

DAVID OVER	C	
CATHERINE RAE	L	
PHILIPPA SLATTER	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

**FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)**

KEVIN REYNOLDS	C	
MOHAMMED JAMIL	L	
SEBASTIAN KINDERSLEY	LD	
MANDY SMITH	C	Substitute
<b>MICHAEL ATKINS</b>	<b>LD</b>	Substitute

**JOINT CONSULTATIVE COMMITTEE (5 Members + Employee Representatives)****[Not subject to proportionality]**

<b>Fire Authority Members</b>	
SEBASTIAN KINDERSLEY	LD
EDNA MURPHY	LD
JOHN GOWING	C
MAC MCGUIRE	C
MOHAMMED JAMIL	L

**COMBINED AUTHORITY**

Combined Authority	EDNA MURPHY	LD
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**MEMBER CHAMPIONS/LEAD MEMBERS**

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH MOHAMMED JAMIL
Health and Safety	JOHN GOWING

**LOCAL GOVERNMENT ASSOCIATION**

EDNA MURPHY	LD
MOHAMMED JAMIL	L
KEVIN REYNOLDS	C

**LOCAL GOVERNMENT ASSOCIATION FIRE SERVICE COMMISSION**

EDNA MURPHY	LD
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