

FIRE AUTHORITY



Date: Thursday, 25 June 2020

14:00hr

Virtual meeting
[Venue Address]

AGENDA

Open to Public and Press

- 1. Election of Chairman**
- 2. Appointment of Vice-Chairman**
- 3. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 4. Minutes of the Fire Authority Meeting held 6th February 2020 and notes of the Member consultation meeting held 30th March 2020** **5 - 14**
- 5. Chairman's Announcements**
- 6. Fire Authority Virtual Meetings Protocol** **15 - 20**
- 7. Draft Annual Governance Statement 2019-20** **21 - 28**

8.	Annual Report and Statement of Assurance	
	<i>- to follow</i>	
9.	Review of Integrated Risk Management Plan Performance	29 - 42
10.	Final Revenue and Capital Budget Position 2019-20 and Treasury Management Statement	43 - 62
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12.	Assistant Chief Fire Officer Appointment	
	<i>- verbal report</i>	
13.	Appointments to Committees, Outside Organisations and Other Bodies	69 - 72

The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman)

Councillor Andrew Bond Councillor Janet Goodwin Councillor Mohammed Jamil and Councillor David Over Councillor Barbara Ashwood Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Lynda Harford Councillor Bill Hunt Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Jocelyne Scutt Councillor Mike Shellens and Councillor Mandy Smith

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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

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

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

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

http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Thursday 6th February 2020

Time: 2.00 – 3.15pm

Present: Cambridgeshire County Council:

Councillors: B Ashwood, I Gardener, J Gowing, L Harford, S Kindersley, M McGuire, K Reynolds (Chairman), T Rogers, M Shellens and M Smith

Peterborough City Council:

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

Officers Present: C Strickland, M Warren, S Ismail and D Cave

126. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bywater, Giles and Scutt. Councillor McGuire would be late joining the meeting

127. MINUTES OF THE FIRE AUTHORITY MEETING HELD 7TH NOVEMBER 2019

The minutes of the Fire Authority meeting held 7th November 2019 were agreed as a correct record, and signed by the Chairman.

128. CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that regrettably, the Fire Authority was still not in a position to decide where the new training centre and fire station should be built in Huntingdon. Despite intensive work, full costings for the proposal to build at St Johns if the collaboration opportunity at Monks Wood falls through were not yet available. The Interim Police & Crime Commissioner (PCC), Ray Bisby, had formally advised the Fire Authority that the land offered at Monks Wood would most likely be needed for Police purposes.

It was hoped that matters would have progressed by March 2020, and a special meeting of the Authority would take place on 30th March to enable Members to discuss this. By this stage, there should be absolute certainty on the PCC's intentions, so that the Fire Authority could make the best decision.

In the event of any further delays, a Member asked if there was any merit in the Fire Authority giving delegated authority for the scheme, to allow it to be expedited. The Chairman commented that a major capital project of this magnitude needed to be signed off by the full Fire Authority, given it was a high priority for the workforce, who had not had adequate training facilities in the county for a long time. It was confirmed that the costs involved in what was likely to be a failed application for Monks Wood were being recorded, and the details would be passed on to the Fire Authority's barrister. It was confirmed that there had been a contingency in terms of training

facilities in the meantime, with staff sharing Northamptonshire's facilities. However, over £100K had been spent pursuing planning consent for Monks Wood, and this excluded officer time. The cost to the Fire Authority was further increased by the change in land values since the plans for St John's site had initially been explored in 2015, and officers were still in negotiation with the landowner regarding the land price. In addition, there was the increase in building costs since that date. If the same project was progressed as originally put forward, it was anticipated that costs would have risen by more than £900,000. Another issue was that the Fire Authority's capital reserves had not been producing returns that matched the inflation rates of land and build costs.

In response to a Member question, the Chairman confirmed that he was in dialogue with the Interim PCC, and several letters had been exchanged on the Monks Wood issue, recording the potential outcome and the likelihood that the Fire Authority would be seeking to reclaim costs. As Mr Bisby was only the Interim PCC, his view was that he would not make any major decisions, as the permanent PCC would be elected in May.

A Member commented that the whole situation with the former PCC and Monks Wood had been a deplorable waste of public money, and he very much hoped that the next PCC took a better attitude towards collaborative working, to ensure that taxpayers were not left short again. The Chairman and other Fire Authority Members supported these comments. He added that not only had this debacle been at taxpayers' expense, but also to the detriment of staff, who had not had the training facility they had been promised.

The Chief Fire Officer advised that the Interim PCC had given assurances in writing that he would be pushing ahead with existing collaborations with the Fire Authority, but as his position was interim, he could not commit significant additional public funds. He had also stated that should Monks Wood not be required by the operational side of the Constabulary, the Fire Service would have first refusal on the site. Members noted these comments but some expressed doubts, given the history between the PCC and the Fire Authority.

It was confirmed that staff were still being trained appropriately, with the training rated as "Good" in the HMICFRS inspection, which the Fire Service had ranked in the top four of all Fire Services in the country. The appropriate level of training was being maintained, although the situation was not ideal as there were issues in terms of geography i.e. staff having to travel to the Northamptonshire facilities, but these difficulties were not insurmountable. It was confirmed that the facilities in Northamptonshire were suitable for Cambridgeshire's needs, specifically providing all aspects of hot fire training.

The Chairman asked the Monitoring Officer to provide an update on the Judicial Review. It was noted that the first Judicial Review was still subject to an appeal to the Court of Appeal, and that the Court of Appeal had not set a date so far. The other Fire Authorities involved and the Home Office were not pushing for this to take place. The second and third Judicial Reviews had both been stayed. All time limits had been complied with, and there would be no hearings, and critically, no costs incurred, until the appeal was heard. The current view was that if the Monks Wood collaboration failed, from a Judicial Review perspective, the central plank of the PCC's business case fell away. At that point the PCC would be pressed to provide a view, as the appeal would almost be superfluous. For those reasons, the appeal was not being pushed at present, and it was reiterated that no additional costs were being incurred for the Judicial Review.

There was a discussion about keeping MPs and other Councillors updated with the latest progress in relation to the Judicial Review, and it was agreed that a briefing note could be produced, so that Fire Authority Members could keep other Councillors and MPs up to date. It was also noted that the position of Police & Crimes Commissioners may also be reviewed at a national level.

The Chairman advised that the Home Secretary had agreed in January to schedule the next round of inspections by HMICFRS. Cambridgeshire's inspection would start with a discovery week in late April 2020, followed by the actual inspection week commencing 18th May 2020. This was earlier than anticipated, however, officers have already started working through how available resources could best be utilised. It was likely that the inspection regime would then be every two years. It was confirmed that the Service did not receive funding for undergoing this process, which was very resource intensive. Whilst it was a positive exercise, there was considerable effort required, and it was a distraction to those involved from their regular work for many months. Members expressed some concerns, given that the Service's budget was very tight, and the inspection regime was introducing additional costs and pressures. The expectation from the Home Office was that these costs would need to be absorbed by the Fire Service. Officers confirmed that those involved did record the time they spent undertaking duties relating to the Inspection process.

The Chairman paid tribute to Christine Carter, a Labour County Councillor with a Cambridge City division who had served as an active and valued Fire Authority Member from 2001-2009. Christine had passed away recently, and a uniformed representative of the Fire Service had attended her funeral. Christine's family had been very grateful to see a uniformed officer attend the funeral, recognising Christine's valuable contributions to the Fire Service.

Members were advised that a car park barrier would be erected prior to the next Fire Authority meeting in March, and they would need to use their access cards to gain entry.

129. DECLARATIONS OF INTEREST

Councillor Shellens declared an interest as a Member of the Police & Crime Panel.

130. DRAFT FIRE AUTHORITY BUDGET 2020-21

The Fire Authority considered a report on its budget requirement and precept for 2020/21 Council Tax. The budget had been presented to the Policy and Resources Committee in December 2019, and the Committee had endorsed the proposed budget and associated precept increase of 2%. It was noted that the budget included the additional burden related to changes to the Firefighter Pension Scheme SCAPE (superannuation contributions adjusted for past experience) rate. Any shortfall would be funded from the Pension Reserve. The Budget also included a contribution to the Council Tax Fraud Reduction Initiative

There had been 765 responses to the budget consultation, and 78% had indicated support for the proposed increase. There had been many positive comments, but some respondents also felt strongly that there should be no increase in Council Tax as a whole.

Members received an update on the District authorities' Non-Domestic Rates Tax Base, set on 31 January, which was after the publication of the Fire Authority agenda. This had a slightly favourable impact on the Fire Service's budget, and whilst it did not change the bottom line, it did mean that it was possible to put an additional allocation in the Capital budget. It was also noted that because the location of the new training facility was still to be confirmed, no estimate was included in the budget. The new training facility would be funded from Reserves, and therefore would not contribute to any debt burden in the short term.

In discussion, individual Members raised the following points:

- Noted that the Business Rates pooling process did not include Peterborough, and the same was true for the Council Tax Fraud initiative. With regard to the latter scheme, it was acknowledged that the County and District Councils would benefit most, but that the Fire Service's £10,000 contribution should result in at least a £40,000 return. A similar exercise had been carried out in Essex, where the benefits had been considerably greater. Officers were happy to share the business case for the project with Member;
- A Member queried why the proposed Council Tax increase was 1.91% rather than 1.99%. Officers advised that the percentage applied needed to result in whole number increases for all Council Tax banding rates;
- A Member queried the reduction in Capital financing, from £1.273M in 2019/20 to £1.036M in 2020/21. Officers advised that this resulted from the estimated efficiency savings and this would be reinstated now that the Council Tax Base figures had been confirmed;
- A Member queried the inflation estimate for 2020/21 (£428,000) compared to the increased for 2021/22 (£550,000). Officers advised that the 2020/21 figure was much more granular and certain, whereas the 2021/22 figure was based on a 2% inflation estimate on all areas. It was anticipated that the latter would reduce as the figures firmed up;
- A Member observed that there was a steady increase in the impact on Band D properties. Officers explained that this was because the Fire Service was taking more debt on, which had historically been low;
- Members noted that the increase in firefighter pay had been assumed at 2% but was not known. It would be backdated to 1st July;
- In response to a Member question, it was noted that there were some references in the budget e.g. Capital Financing, that needed updating following the confirmation of the Council Tax base, and the reduced burden on Reserves;
- A Member was pleased to note the Property Maintenance budget, and the commitment to a rolling programme of refurbishment and modernisation of fire stations;
- Observing the commitment of the County Council and District Councils to tackle climate change, a Member asked officers what steps had been taken to reduce the Fire Service's impact on the environment. Officers reassured Members that

the organisation was taking numerous actions e.g. reviewing the fleet, so the next time new vehicles were bought, they would be replaced with electric or hybrid vehicles: there was also a commitment to fundamentally challenge the way things were done e.g. the need for journeys in fleet vehicles in the first place. One of major fire appliance manufacturers was looking to develop all electric vehicles. Other issues such as the use of LED lighting was being reviewed. All these aspects would be brought together in a Strategy, which would be presented for the Fire Authority's consideration in the summer. The Member commented that there were many simple "quick wins", e.g. the installation of solar panels when fire stations were being refurbished, and the installation of ground source heat pumps.

A number of Members commented favourably on the budget compared to other organisations' financial documents, commenting that it was very straightforward and easy to understand.

It was resolved unanimously to:

1. Approve a Fire Authority budget requirement of £30,279,440;
2. Approve a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £20,907,619;
3. Approve 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 (290,021):

Band	Authority Tax	Band	Authority Tax
A	£48.06	E	£88.11
B	£56.07	F	£104.13
C	£64.08	G	£120.15
D	£72.09	H	£144.18

4. Approve the Prudential and Treasury Indicators as set out on page 9 of the Budget Book;
5. Approve the Treasury Management Strategy Statement on pages 8 to 13 of the Budget Book;
6. Approve the Capital Programme detailed at page 6 of the Budget Book;
7. Approve the Minimum Reserve Provision Policy Statement detailed at page 14 of the Budget Book.

131. EQUAL PAY AUDIT – NEW MANAGEMENT BAND PAY STRUCTURE

The Fire Authority considered a report on the work being done to progress the main recommendation made in the 2019 equal pay audit. Approval was sought for the proposed new management band pay structure for professional support staff and the proposed implementation plan, which had been a key recommendation of the audit.

This was because the existing system caused some disparities, whereby an individual on a higher grade could be paid less than someone on a lower grade. It was confirmed that no current employee's pay would be reduced as a result, but the pay scale if they left and were replaced may reduce. In some cases, job descriptions had been reviewed, and resulted in a small increase in pay for some employees. £25,000 had been budgeted for this across the structure.

Members again thanked officers for providing such a clear report.

It was resolved unanimously to:

Approve the proposed new pay structure for management band professional support staff and the proposed implementation plan.

132. DRAFT PAY POLICY STATEMENT

Members considered a report on the Pay Policy Statement for 2020-21, in line with the duty under the Localism Act 2011 for Fire Authorities to produce Pay Policy Statements.

Officers highlighted the key changes in the document, and reminded Members that there had been a fundamental review three years previously, led by Councillor Bywater, of the Pay Policy, to ensure that it complied with best practice.

It was noted that the current pay multiple ratio – comparing the organisation's top earner compared to the lowest – was currently 1:7.75, and this was reducing steadily.

It was resolved unanimously to:

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

133. LOCAL PENSION BOARD ANNUAL REPORT 2018-19

Fire Authority Members considered the annual update from the Local Pension Board for the financial year 2018/19.

Members were pleased to note that the Annual Report was positive, and concluded that the Pension scheme was complying with all relevant legislation. There were a number of challenges facing Pension schemes, specifically the implications of the McCloud and Sargeant cases in relation to age discrimination. From a firefighter perspective, an interim remedy was in place, and the full remedy was expected to come through later in the year. The implications were unknown, as guidance had not yet been issued by the Treasury. It was confirmed that the consultation sessions with uniformed staff were being carried out.

It was resolved unanimously to.

Note the Local Pension Board Annual report at Appendix 1 to the report.

134. FIRE AUTHORITY PROGRAMME MANAGEMENT MONITORING REPORT

Fire Authority Members considered an update against the projects for 2019-20.

A Member queried progress with P093 (Co-responding), which had last been updated in November 2017. Officers reminded Members that the Co-responding project was subject to national negotiations over several years, and had been withdrawn in a number of areas. Co-responding was still taking place at both March and Ramsey stations, and the issue would be discussed at the next Programme Board meeting. It was essential to understand all the implications of co-responding: whilst it was clearly a great service to communities, it could have a negative impact on staff, and this needed to be properly understood and mitigated where possible, before agreeing a way forward. The Member suggested that the entry on the Monitoring Report be updated to reflect the current position.

It was resolved unanimously to:

Note the Programme Status Report, as at January 2020, attached at Appendix 1 to the report.

135. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019-20

Members received an update on the revenue and capital spending as at 31st December 2019.

The Deputy Chief Executive highlighted a number of overspends, which had all been anticipated:

- The overspend on firefighters was due to the recruitment of new WTE firefighters in September 2019. This was partly to pre-empt the retirement of some turnover in firefighters in the coming year, and was reflected in the establishment;
- The overspend in Control Room staff, mainly resulting from sickness absences;
- The overspend on Senior Officer's pay was due to the ACFO's secondment to Essex: income from Essex was included in the Income section.

There had been a supplier delay in purchasing a number of new vehicles, but this should be spent by year end.

Arising from the report:

- A Member queried the 98% variance in External Interest. Officers agreed to check this and report back to Members. **Action required.**
- A Member asked why there was an assumption that challenging changes in rateable values would lead to reductions. Officers advised that the ones being challenged were ones where a reduction was expected.
- Members discussed the timing of expenditure, noting there were a number of carry forwards from the previous year's budget;
- Noted that budget and actual expenditure figures were so closely aligned due to close profiling against known government grants;
- Noted issues due to a number of retirements and ongoing sickness of Duty Station Commanders, and the importance of succession planning for those

operational roles. This was a particular issue, which was exacerbated because of the Pension Remedy issue.

It was resolved unanimously to

Note the position on revenue and capital spending.

136. POLICY AND RESOURCES COMMITTEE MINUTES FROM 17TH OCTOBER AND 19TH DECEMBER 2019

Members noted the minutes of the Policy and Resources Committee meetings held 17th October and 19th December 2019.

Chairman

Consultation Meeting of members and officers of the Fire Authority (conducted by Skype) held Monday 30th March 2020

Present:

Cambridgeshire County Councillors: I Gardener, J Gowing, S Kindersley, M McGuire, K Reynolds (Chairman, items 2 + 3 only) and M Shellens

Peterborough City Councillors: J Goodwin, D Over (Vice-Chairman)

Officers: Jon Anderson, Dawn Cave, Shahin Ismail, Chris Strickland, Matthew Warren

(The meeting was held in order for the Chairman to consult with Fire Authority members before making decisions under his urgency powers, in these unprecedented times of living with the restrictions imposed due to the Covid 19 virus. The Chairman will make his decisions in respect of the three matters below in due course after he has considered all the responses from members. His decision will be published, as will any papers that are not exempt from publication.

The Government has now enacted the coronavirus Act 2020, which provides for virtual meetings to be held, but we await the Regulations that will set out how we do this. In the meantime, only business critical decisions will be made by the Chairman, in the exercise of his urgency powers).

(In the absence of the Chairman, Councillor Over assumed the Chair)

1. RELOCATION OF HUNTINGDON FIRE STATION AND TRAINING CENTRE

Members considered a report on the relocation of Huntingdon Fire Station and Training Centre.

Following discussion and questions, all Members participating in the Skype consultation confirmed that they were in favour of the report recommendations.

Members formally requested that the Chairman use his urgency powers to progress these recommendations as soon as possible.

In response to a Member question, the Monitoring Officer confirmed that the Fire Authority's Standing Orders allowed the Chairman to take decision under his urgency powers. It was confirmed that the Chairman would not be taking the decision until 2nd or 3rd April, and would also take into account the views of those Fire Authority Members who were not participating in the Skype meeting.

(Councillor Reynolds joined the meeting and assumed the chair)

2. INTEGRATED RISK MANAGEMENT PLAN

Members were reminded that they had considered the Integrated Risk Management Plan at their February Fire Authority meeting. The revised document had been updated following consultation. The range of comments received and the changes made were noted. Feedback from all group had been largely positive.

Members made the following comments and suggestions:

- noting that the current Coronavirus situation was mentioned in the IRMP, suggested that the section should be strengthened and enhanced, and its impact reflected in the language used;
- asked how the Fire Service could best support the Ambulance Service. Officers outlined the steps being taken to support the Ambulance Service, whilst retaining a good level of Fire Service provision. It was agreed that this would be reflected in the IRMP.

All Members who were participating agreed the recommendations set out in the report, and formally requested that the Chairman use his urgency powers to progress these recommendations as soon as possible:

note the feedback from the IRMP consultation activities and approve the amended IRMP at Appendix 1 of the report for publication.

3. MEMBERS ALLOWANCE SCHEME

Members noted the report and supported the report recommendation, and agreed to freeze their allowances for the next twelve months. They formally requested that the Chairman use his urgency powers to progress the recommendation as soon as possible:

Agree the allowance rates within Appendix 1 of the report and apply these for the next 12 months.

Agenda Item No. 6

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Monitoring Officer – Shahin Ismail

PRESENTING OFFICER(S): Monitoring Officer – Shahin Ismail
shahin.ismail@LGSSLaw.co.uk

DATE: 25 June 2020

VIRTUAL MEETING PROTOCOL

1. Purpose

- 1.1 To consider a Virtual Meeting Protocol for the conduct of remote meetings to enable the Fire Authority's decision making process to continue.

2. Recommendations

- 2.1 The Authority is asked to approve the Virtual Meeting Protocol attached at **Appendix 1**.

3. Background

- 3.1 On 23rd March 2020, the Prime Minister announced stringent new guidelines for 'lockdown' and 'social distancing' in response to the coronavirus pandemic.
- 3.2 The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 came into force on 4 April 2020. The regulations:-
- empower Fire Authorities to alter the frequency of meetings, move or cancel meetings without further notice.
 - enable Fire Authorities to postpone or dispense with the requirement to have an annual meeting and provide that where any appointment would normally be made at the annual meeting, such appointment continues until the next annual meeting or until such time as the authority may determine.
 - allow meetings to be held remotely, including via telephone conferencing, video conferencing, webcasting or live streaming.

- set out the conditions to be met for a councillor to be defined as participating remotely which, as a minimum, require members and public speakers to be heard and hear each other and other members of the public who are not speaking, to hear, although the regulations provide that, where practicable, the parties should also be able to see each other.
- override any existing standing orders or procedure rules which an authority may have relating to the conduct of meetings.
- enable Fire Authorities to make standing orders in relation to remote meetings.
- confirm that any requirement to be “present” includes remote attendance and therefore counts for purposes such as the six month rule on attendance.
- provide that any requirement to make committee agenda available for public inspection is met by posting them on the authority’s website.

3.3 The Regulations do override any Fire Authority Standing Orders or Procedure Rules to enable remote meetings to proceed, they do enable Fire Authorities to make standing orders governing remote meetings which may include provision for voting; member and public access to documents and remote access for members of the public and press to attend and participate in such meetings.

3.4 The Fire Authority is therefore invited to consider a Virtual Meeting Protocol, which has been prepared in consultation with the Chairman of the Fire Authority. This protocol will take precedence over other Standing Orders/Procedure Rules in relation to the governance of remote meetings.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
https://www.legislation.gov.uk/ukxi/2020/392/contents/made	Hinchingbrooke Cottage Brampton Road Huntingdon	Dawn Cave 01223 699178 dawn.cave@cambridgeshire.gov.uk

**CAMBRIDGESHIRE & PETERBOROUGH FIRE AUTHORITY
VIRTUAL MEETING PROTOCOL**

1. INTRODUCTION

- 1.1 [Local Authorities and Police and Crime Panels \(Coronavirus\) \(Flexibility of Local Authority and Police and Crime Panel Meetings\) \(England and Wales\) Regulations 2020](#) make provision for remote attendance at, and remote access to Council meetings held on or before 7 May 2021.
- 1.2 The Regulations enable the Fire Authority to hold meetings without all, or any, of the members being physically present in a room. They allow for remote meetings through electronic and digital means at virtual locations using video and telephone conferencing, live webcast and live interactive streaming.
- 1.3 The “place” at which the meeting may be held may be at the Authority Headquarters or a public building, where the organiser of the meeting is located, or an electronic, digital or virtual location, a web address or a conference call telephone number.
- 1.4 In order for Members to be able to attend meetings of the Fire Authority remotely, they need not be physically present, provided they are able to hear and be heard (and where practicable, see and be seen by) other Members and members of the public attending remotely or in person.
- 1.5 The procedure rules in this protocol take precedence over the Fire Authority standing orders in relation to the governance of remote meetings.
- 1.6 In line with the Regulations, this protocol is designed to provide a guide to virtual formal committee meetings involving Members, officers and the public during the Covid-19 crisis. It has been agreed by the Chairman of the Fire Authority and will be kept under regular review.

2. MEETINGS OF THE FIRE AUTHORITY

- 2.1 Meetings of Fire Authority will take place using the Zoom software platform. Democratic Services will prepare a detailed briefing note for the Chairman to manage the meeting electronically. Any confidential items will need to take place using the Microsoft Teams platform so Members are asked to consider whether it is really necessary to go into confidential session.

Public Questions

- 2.2 The Fire Authority will continue to take questions from the public as set out the Standing Orders. The member of the public asking the question will receive access details from the Democratic Services Officer hosting the meeting to access the Zoom meeting.

Voting

- 2.3 Voting will be managed by the Chairman supported by the Democratic Services Officer minuting the meeting. If an item requires a vote, the Chairman will ask all Members to turn their microphones on. The Democratic Services Officer will then read out the name of each Member in turn in alphabetical order and ask them how they wish to vote. Once a Member has given their vote then microphones should be muted again. The Democratic Services Officer minuting the meeting will record the outcome of the voting and announce it at the meeting. If an item does not appear to be contentious, the Chairman will ask Members whether any Member disagrees or wishes to abstain. This will be actioned by the Member clicking on the “raise your hand” icon. If nobody objects the motion will be taken as carried.

3. OTHER FORMAL MEETINGS OF THE FIRE AUTHORITY

- 3.1 Other formal meetings of the Fire Authority will take place using the Zoom software platform. Democratic Services will prepare a detailed briefing note for the Chairman/woman to manage the meeting electronically. Any confidential items will need to take place using the Microsoft Teams platform so Chairs and Lead Members are asked to consider whether it is really necessary to go into confidential session.

Public Questions

- 3.2 Committees will continue to take questions from the public as set out in the Standing Orders. The member of the public asking the question will receive access details from the Democratic Services Officer hosting the meeting to access the Zoom meeting.

Voting

- 3.3 Voting will be managed through the Chairman/woman via the Democratic Services Officer hosting the meeting. If an item requires an electronic vote, the Chairman/woman will ask all Members to turn their microphones on. The Chairman/woman will then read out the name of each Member in turn in alphabetical order and ask them how they wish to vote. Once a Member has given their vote then microphones should be muted again. The Democratic Services Officer minuting the meeting will record the outcome of the voting and announce it at the meeting. If an item does not appear to be contentious, the Chairman/woman will ask Members whether any Member disagrees or wishes to abstain. This will be actioned by the Member clicking on the “raise your hand” icon. If nobody objects the motion will be taken as carried.

4. RUNNING A VIRTUAL MEETING

Councillors Joining a Virtual Meeting

- 4.1 Councillors are encouraged to join the meeting promptly (i.e. at least ten minutes before the scheduled start time) in order to resolve any issues with joining and avoid disrupting the meeting. The Chairman/woman will remind councillors to mute their microphones when not speaking. This is done in order to reduce feedback and background noise. The Democratic Services Officer hosting the meeting may perform this function as well.

4.2 Access to documents

Democratic Services will publish the agenda and reports for committee meetings on the County Council's website (a link will be available on the Fire Authority's website) and will notify councillors by email. Printed copies will not be circulated.

Public Access

- 4.3 The following wording will be added to the Fire Authority's website as well as to the meeting page for each committee meeting.

Due to Government guidance on social-distancing and the Covid-19 virus it will not be possible to hold a physical meeting of the XXX on XXX. Arrangements are being made for the press and public to follow the decision-making via Zoom. Details of how to watch the meeting will be published at the foot of the meeting page under the 'meeting documents' heading.

The requirement to ensure meetings are open to the public includes access by remote means, including video conferencing, live webcast and live interactive streaming. Where a meeting is accessible to the public through such remote means, the meeting is open to the public whether or not members of the public are able to attend the meeting in person.

Recording Meetings

- 4.4 The Zoom software platform has a facility for recording meetings. All virtual meetings will be recorded.

Registering Attendance and Meeting Etiquette

- 4.5 At the start of the meeting, the Chairman/woman will carry out a roll call of all Members present. Confirmation will be given by each Member switching their video on and unmuting their microphone to confirm they are present.
- 4.6 All Members and officers except the Chairman/woman are asked to keep their microphones on mute unless invited to speak. Any Member returning after a

disconnection is asked not to interrupt when returning to announce their return.

Protocol for councillors speaking at meetings

- 4.7 Members who wish to speak during a meeting will need to click on the “raise your hand” icon. The Chairman/woman may ask each person in turn if they have any points they wish to raise on a particular item before completing the discussion on that item. When referring to reports or making specific comments, councillors should refer to the report and page number in the agenda document pack so that all Members have a clear understanding of what is being discussed at all times.

Dealing with technical difficulties

In the event that the Chairman/woman or the Democratic Services Officer hosting the meeting identifies a failure of the remote participation facility, the Chairman/woman will declare an adjournment while the fault is addressed.

If it is not possible to address the fault and the meeting is inquorate, the meeting will be abandoned until such time as it can be reconvened. If the meeting is quorate, the Chairman will decide if this meeting should continue, depending on the difficulties being experienced, or whether it should be adjourned until a later time or date.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Matthew Warren

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 25 June 2020

DRAFT ANNUAL GOVERNANCE STATEMENT 2019/20

1. Purpose

- 1.1 To provide the Fire Authority with a draft Annual Governance Statement (AGS) for 2019/20 for approval.

2. Recommendation

- 2.1 The Authority is asked to approve the AGS attached at **Appendix 1** for external publication.

3. Risk Assessment

- 3.1 **Legal** – the Authority has a responsibility to comply with the Accounts and Audit Regulations 2011, as well having regard to the CIPFA/SOLACE framework: Delivering Good Governance in Local Government. The AGS sets out how we comply with the legislation and framework, identifying any areas for improvement in the coming year.

4. Background

- 4.1 The Accounts and Audit Regulations 2011 set out requirements relating to the Authority's systems of internal control and the annual review and reporting of those systems.
- 4.2 The regulation requires all local authorities to have a sound system of internal control, which includes how risks are managed. Additionally all local authorities must conduct a review of their internal control effectiveness at least annually. Following this review, the Authority must approve an AGS that accompanies the Statement of Accounts.

5. Governance

- 5.1 Governance is about doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance underpins good performance, stewardship of public money and public

engagement; ultimately, good governance enables good outcomes for citizens and service users.

5.2 The CIPFA/SOLACE framework provides a structure on how local authorities approach governance. The framework, updated in 2012, provides guidance on the structure and layout of an AGS which we have referenced during production of Appendix 1.

5.3 The framework sets out the following governance requirements that an authority must ensure are in place;

- its policies are implemented in practice,
- its values and ethical standards are met,
- laws and regulations are complied with,
- required processes are adhered to,
- financial statements and other published information are accurate and reliable,
- human, financial and other resources are managed effectively and efficiently,
- high quality services are delivered efficiently and effectively.

5.4 In order to meet the framework, local authorities are expected to do the following;

- review the existing arrangements against the framework,
- maintain a local code of governance including arrangements for ensuring its on-going application and effectiveness,
- prepare an AGS in order to report publicly on the extent to which they comply with their own code on an annual basis, including how they have monitored the effectiveness of their governance arrangements in the year and on any planned changes in the next period.

5.5 Due to the current pandemic that resulted in the cancellation of the April 2020 Overview and Scrutiny Committee, this report has not been scrutinised by that Committee prior to the Authority meeting today.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
CIPFA/SOLACE framework: Delivering Good Governance in Local Government	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



ANNUAL GOVERNANCE STATEMENT 2019/20

1. Scope of Responsibility

The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having due regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions that includes ensuring a sound system of internal controls is maintained throughout the year and that arrangements are in place for the management of risk. In exercising this responsibility the Authority also relies on the Chief Fire Officer to support the governance and risk management processes.

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE framework: Delivering Good Governance in Local Government. A copy of the code is on our website at:

<http://www.cambsfire.gov.uk/documents/FA - Code of Governance.pdf>

This statement explains how the Authority has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, in relation to the publication of a statement of internal control.

2. The Purpose of the Governance Framework

The governance framework comprises the systems and processes and culture and values by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal controls is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal controls is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, evaluate the likelihood of those risks being

realised and the impact should they be realised and to manage them efficiently, effectively and economically. The governance framework has been in place at the Authority for the 12 months ending 31 March 2020 and the Head of Internal Audit opinion was:

- The organisation has an adequate and effective framework for risk management, governance and internal control;
- However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.

3. The Governance Framework

The key elements of the systems and processes that comprise the Authority's governance arrangements include:

- A vision that clearly sets out our purpose and to which the Authority's objectives and priorities are directly related.
- The Authority's core objectives and priorities are set out in its Integrated Risk Management Plan (IRMP). The IRMP is focused over a period of four years and details an action plan after consideration of our vision, excellence statements and risks and opportunities. The actions within the plan are monitored and managed by the Programme Board and the Excellence Working Groups.
- The Authority's core objectives cascade through departmental and group plans to individual performance management plans. In addition, they set out the key activities and related targets for each group and the measure of success that will evidence achievement of these. For each activity target start and finish dates and lead Officer are identified. This document becomes, in effect, the action plan for the work of that group. These plans are then further refined into station and team plans.
- Arrangements for establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- Programme and project management embedded throughout the Service to ensure effective implementation of strategic projects and efficiency gains are realised and recorded.
- Strategy Boards for property and ICT which oversee both areas owing to the significant on-going expenditure in both areas.
- An Annual Report/Statement of Assurance which looks back at the previous year to see how we performed and details priorities for the current year.
- A continuous performance cycle that focuses on objectives and the introduction of new business critical projects, whilst managing business as usual. The system seeks

to manage conflicts of resources, whilst updating objectives to reflect the revised priorities.

- Having embedded arrangements for whistle blowing and for receiving and investigating complaints from the public.
- Ensuring the Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2014).
- A partnership strategy designed to ensure all partnership activities are appropriate and will contribute to the Authority's key objectives.
- Performance management reviews undertaken quarterly highlighting performance against the agreed targets.
- A system of internal control which comprises a network of policies, procedures, reports and processes. These arrangements clarify the Authority's vision, objectives, priorities, risk management arrangements, performance management processes and financial controls and aim to ensure compliance with relevant laws and regulations, internal policies and procedures and that expenditure is lawful.
- An integrated risk management strategy and framework that ensure effective management of strategic, programme and project risks.
- Identification of the Authority's business continuity function and responsibilities with regard to the Civil Contingencies Act and preparation of business continuity plans.
- Clear scheme of delegation that sets out the roles and responsibilities of the executive, non-executive, scrutiny and Officer functions together with protocols for effective communication.
- Arrangements for developing, communicating and embedding codes of conduct, defining standards of behaviour for Members and staff.
- The financial management of the Authority and the reporting of financial management to the Policy and Resources Committee.
- The performance management framework of the Authority and the reporting of performance management to the Overview and Scrutiny Committee. This receives regular performance indicator reports and undertakes the core functions of an audit committee, as identified in CIPFA's Audit Committee - Practical Guidance for Local Authorities.
- An internal quality assurance function that targets areas of risk and recommends improvement measures. This function also considers legislation compliance annually.
- Accreditation by the British Standards Institute for Business Continuity, Information Security, Health and Safety and Environmental Management.

More specifically, the Authority's internal financial control is exercised through:

- A written scheme of delegation from the Authority to Officers.
- A scheme of financial management which includes financial regulations governing how Officers conduct financial affairs and contract regulations which detail fully the responsibilities of Officers in ensuring that contract procedures comply with legal requirements, achieve value for money, promote public accountability and deter corruption.
- A comprehensive budgeting system.
- An Overview and Scrutiny Committee, which has responsibility for performing scrutiny reviews on key projects and issues.
- The submission of quarterly budgetary control reports to the Policy and Resources Committee.
- The production of annual local performance indicators which are reviewed by Heads of Group and the Chief Officer Group.

4. Review of Effectiveness

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the managers within the Authority who have responsibility for the development and maintenance of the governance environment and also by comments made by the external auditors in their annual audit letter and other reports, other review agencies and inspectorates.

In this regard the Authority retains, contractually, the internal audit services of RSM Risk Assurance Services LLP to provide an independent appraisal function to review and report on the effectiveness of the systems of internal controls within the Authority. The internal audit team works to defined professional standards, particularly those promulgated by CIPFA in its Code of Practice for Internal Audit in Local Government. The Internal Audit Plan is prepared on the basis of a formal risk assessment and the internal auditor reports directly to the Authority via the Overview and Scrutiny Committee on both the proposed plan and the main outcomes of audit work.

The external auditor reports and delivers plans and an annual letter to the Authority via the Overview and Scrutiny Committee.

A full review of the Authority's strategic risk strategy, process and register has been undertaken. The reviewed strategy and policy has been approved by the Policy and Resources Committee.

Our internal auditors have carried out sufficient audit work to draw a reasonable conclusion on the adequacy and effectiveness of the Authority's governance arrangements.

We have been advised on the implications of the result of the reviews of the effectiveness of the governance framework and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Progress made against Governance Issues identified in 2018/19

One partial opinion relating to internal controls of MiQuest, an asset and equipment management system, was issued by the internal auditor in 2018/19. Officers have resolved the operational issues however a governance issue (identification of a system owner) remains extant. The Authority will continue to monitor the situation as part of its continuous improvement approach.

Significant Governance Issues for 2019/20

Actions to be taken to deal with governance issues identified are as follows:

- CFRMIS – Collection and Update of Risk Information following the HMICFRS Review (partial assurance) – improvement of specific data entries, monitoring workflow and reduce duplication. Further, improve procedures and guidance and work to produce and deliver against an action plan.
- Human Resources – Training, Recording and Competency System (partial assurance) – improve currency of training policies and review schedule cognisant of national guidance and best practice controls.

5. Other Considerations

In addition to the issues identified above, the Authority will continue to take action to deal with governance issues relating to:

- Progression with property portfolio collaboration opportunities with particular focus on operational training facility provision;
- Continue to engage with the ongoing Judicial Review process and be prepared to act on the outcome once known.

6. Coronavirus (COVID-19) Arrangements

Business Continuity Plans are in place. At the time of writing they are subject to daily review and updated to reflect current advice and the predicted effect(s) on the organisation and service delivery. The Authority is especially concerned about the wellbeing of its staff (operational, control and professional support) and remains flexible in its approach to operational resilience and arrangements to deal with service demand in a changing local and national situation.

7. Conclusion

Based on the opinion of the Head of Internal Audit and our own ongoing work, we are satisfied that our arrangements for governance, risk management and control are adequate and effective.

We propose over the coming year to take steps to address the above matters to further enhance these arrangements and will monitor the implementation and operation of improvements.

Chris Strickland
Chief Fire Officer and Chief Executive
Date: 25 June 2020

Councillor
Chairman Cambridgeshire and Peterborough Fire Authority
Date: 25 June 2020

DRAFT

Agenda Item no. 9

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

DATE: 25 June 2020

REVIEW OF INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update of our delivery against our Integrated Risk Management Plan (IRMP) 2017 - 2020.

2. Recommendation

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

3. Risk Assessment

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

4. Equality Impact Assessment

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

5. Background

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. This report focuses on the update of delivery against the IRMP 2017 – 2020 action plan.
- 5.2 The Service's IRMP 2020 - 2024 was published in April 2020 and will cover the period from April 2020 to March 2024. The first year of the IRMP 2020 - 2024 action plan is due to be reviewed in July 2020 to provide current activity status.
- 5.3 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring - we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.4 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are a number of activities we committed to deliver in our IRMP for 2017 - 2020. These are listed in paragraphs 6 to 9, accompanied by a short explanation.

6. Community Safety Excellence Delivery Update

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

We have trained our community champions, to increase our delivery options. This has given us the ability to support greater numbers of vulnerable people within our communities.

- 6.2 **Delivery of youth engagement initiatives across Cambridgeshire.**

Firebreak was successfully delivered throughout 2019; we are now in the process of finalising the programme for 2020/21. We have used information from our partners to ensure we are targeting young people where we will have the greatest impact.

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

During 2019 we continued to invest in up-skilling watch based staff and ensured that our fire protection team has the right skill set for the future as part of our overall succession plan. We are trialling a member of staff working alongside Local Authority Building Control, this will allow us to have early sight of planning applications and inform discussions at an earlier stage. We will evaluate this to see if the trial brings significant benefit, before expanding the initiative.

- 6.4 **CFRS will continue to forge closer and effective collaborations with Cambridgeshire and Peterborough road safety partnerships (CPRSPs) to reduce the number of road traffic collisions on our county highways. With both road safety partnerships now working as a collective, CFRS will support delivery of targeted road traffic collision reduction initiatives led by these multiagency partnerships countywide.**

We continue to be a key stakeholder within the CPRSP and continue to work closely with the police and other partners delivering road safety initiatives. This year we have seconded a member of staff to help deliver innovative road safety messages, this includes the use of virtual reality technology which has supported our delivery programme in schools.

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

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

- 6.6 **Ensure that relevant staff are adequately trained in the delivery of fire prevention, fire protection and local resilience.**

Our new frontline firefighters continue to receive training in fire prevention. In addition we now have a third of our frontline staff qualified with a Level 3 foundation or a full certificate in fire protection. During 2019, we also provided training and guidance to our tactical and strategic commanders, supporting them with user guides aligned to Joint Emergency Services Interoperability Principles (JESIP). We have also provided training about multi-agency guidance from the Cambridgeshire and Peterborough local resilience forum (CPLRF) command and control plan.

- 6.7 **Evaluate the impact of prevention activity and use this information to improve our approach and to inform our approach with our partners.**

We have undertaken an evaluation of our safe and well visits. We learned that residents found the advice valuable but wanted easy to understand literature to be left with them. We have updated our written material and have developed further training material for staff.

- 6.8 **Ensure the delivery model for our community fire safety group is appropriate for the changing demands.**

We have expanded the role of our locally based community safety managers to include planning for significant local events such as music festivals. They will also coordinate safety messages about environmental risks such as flooding to relevant communities.

- 6.9 **Engage in prevention activities for field fires, to reduce the likelihood of them occurring and work to support planning of actions to better manage field fires if they occur.**

Throughout the summer in 2019 we engaged with farmers to develop and deliver education surrounding fires involving agricultural machinery. This equipment runs for extended periods during the summer in dry, dusty and combustible areas. We found that awareness and regular cleaning greatly reduced the instances of field and

agricultural machinery fires. This keeps harvests running and prevents financial loss to farms.

6.10 Consider our resilience arrangements for major incidents to ensure they are fit for purpose and conduct detailed scenario planning of our business continuity arrangements against national risks.

We reviewed and enhanced our planning and business continuity arrangements against national risks such as fuel disruption, disruption to power supplies, cyber-attacks and large scale shortages of personnel. This led to several exercises to test those plans, some of which were large scale, involving many partners and government agencies. This helped us to prepare and respond to reasonable worst case scenarios presented by an unmanaged exit from the EU and the worldwide pandemic caused by COVID-19.

7. Operational Excellence Delivery Update

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

We have agreed and are undertaking a trial Day Crewing Agreement which allows up to a total of five days per week for strategic standby appliances from St Neots and Ely to deliver improved services to our rural communities during the day. Through the use of our strategic standbys we continue to improve day time resourcing at On-Call stations. We have also introduced a new day time hours contract which allows a reduced number of hours to be offered by people during the day when availability is needed more.

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

Work started in January 2018 to deliver the recommendations made through our review of rescue capability. The following activities have now been completed and will improve our response to:

- **Wide area flooding** – new rescue boats and engines have been procured. A bespoke internal training course has been designed and 90 per cent of the operators have completed training on the new boats; training was put on hold due to COVID-19 however this has now started up again. Once the new equipment is operational, the current boats will then be moved to St Neots where they will be used in conjunction with the Incident Support Unit (ISU) to form part of flood response.
- **Rescues from height** – Huntingdon crews are now fully trained rope rescue specialists. Their equipment and capability means they are able to respond to a much more diverse range of rescues from height.
- **Animal rescue** – Huntingdon, Cambridge and Dogsthorpe staff are trained to the nationally recognised Level 2 in Animal Rescue. Re-training of crews has been undertaken and also an agreement has been implemented with Manchetts Recovery who will provide specialist heavy duty lifting equipment that can be utilised in conjunction with our current equipment.
- **Bariatric patients** – every fire appliance in the county has a provision to provide assistance at a bariatric incident. In addition, the rope rescue team has advanced provision to provide safe and respectful assistance at bariatric rescues if required.

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

We have increased the ways in which On-Call staff can make themselves available to increase our availability. We are close to completing our trial for phased response which allows On-Call staff to make themselves available with an hour's notice to support increased resilience during busy times. We have improved our recruitment process for the On-Call and saw real progress in our recruitment and retention last year. In 2019, we saw a peak in On-Call recruitment for over a three year period with 42 new starters compared with 36 starters in 2018 and 32 in 2017. More importantly we saw the number of On-Call staff who left the Service drop significantly to 22 in 2019 compared with 37 in 2018 and 34 in 2017.

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

Work continues with the NOG programme with active participation in consultations to new documents and aligning our procedures to agreed and published NOGs. We have just extended the secondment of a CFRS officer for a further year into the Central Programme Office in London, to ensure continued oversight of future developments. The region has now agreed to combine resources to complete the implementation collectively, with CFRS playing a key role moving forwards.

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

The two new aerial appliances are currently in the final build phase, with anticipated delivery in September 2020. On delivery a full training and roll out process will begin across our operational stations.

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

There is little progress on the ESMCP as the Home Office is currently engaged in a major re-planning activity and refreshing the business case. Devices have been released for coverage testing and we will be starting to conduct these activities to ensure that we are ready to progress with the implementation as more information is released by the Home Office.

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

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

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

- Operational incidents of note receive debriefs at operational, tactical and strategic levels reviewing procedures, equipment, policies and operational skills,

- If officers do not take charge at incidents, they now assure the commander and complete assurance reports,
- Full exercise programme aligned to our blue light partners and cross border fire services (20+ exercises a year involving a minimum of four fire engines),
- No-notice exercise programme (20+ exercises a year using crews with no pre-notification, to test the first 20 minutes of incidents),
- A new training records database (TRaCS) allowing greater ease of recording and reporting training and operational competence,
- All core competence assessments are independently assessed via training centre,
- External learning is collated and shared across the Service to ensure we are learning and sharing all relevant lessons,
- All accident and near miss data is reviewed looking for operational trends and mitigating activities.

COVID-19 has impacted on the number of exercises that were delivered at the end of the IRMP period however plans are in place to ensure key areas of training are re-visited when we return to a normal state of business.

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

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

8. People Delivery Update

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

This year we have refreshed our Personal and Leadership Development Framework. Although it is intended for use by all and to support individual development in role, it also provides clarity and focus for those looking to develop their leadership careers. We have also continued to enhance our programme of development activities to ensure that there is something for everyone. We continue to deliver our Insights and Aspire programmes for new and developing leaders, the latter continuing to run in collaboration with our partners in Bedfordshire and Hertfordshire Fire and Rescue Services.

As well as our longer programmes, we have expanded our range of shorter 'pop up' sessions, with topics informed by the completion of a managers training needs analysis. The session entitled 'Developing Your Team' seeks to give managers the skills to hold quality conversations with their staff about performance and development, as well as sharing more information about our performance and career management processes (core part of our HMICFRS action plan). At the very end of the year as the COVID-19 pandemic began to affect our organisation, we were quick to adapt and offer pop up development opportunities and supporting resources to meet immediate and anticipated leadership and staff development needs resulting from the situation.

A programme of visits by the learning and development team has seen development sessions about mentoring and how employees can prepare for a good performance and development review conversation (PDR) rolled out to watch based staff (the latter was also offered to professional support staff).

A coaching needs analysis was also undertaken at the start of 2019 and actions are now rolling out to embed a coaching and mentoring framework in to the organisation, including the launch of an on-line programme with targeted modules and the training of a new cohort of coaches from across the Service, to refresh and expand the number of formally accredited coaches we have available to support our staff.

Finally, a programme to upskill leaders in the management of discipline and grievance investigations was delivered, following a successful pilot in 2018.

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

We carried out our second full employee engagement survey in October 2019 (following the last full survey in 2015 and a pulse check survey in 2017) and were delighted to see a 6% increase since 2017 in the proportion of staff who are fully engaged with the Service. It is notable that our engagement score of 66% places us as having one of the most highly engaged workforces across all organisations that Harris Interactive (who deliver the survey for us) work with, in both the public and private sectors, and notably over 20% more engaged than other emergency service organisations. We received an 80% response rate to the survey, giving us full confidence in what the results were telling us.

Work has continued to emphasise that all of our day-to-day work and interactions as leaders is what drives employee engagement. This has included further sessions at manager seminars to explore particular areas of engagement and the building in of engagement activities and focus into our various development portfolios (see below) and into our refreshed Personal and Leadership Development Framework.

A detailed review of the individual comments made in the survey responses was underway but has been delayed by business continuity resulting from COVID-19. Creating engaged employees remains at the very heart of our people strategy and our focus moving into the new IRMP period. The results of this survey have enabled us to be confident that in maintaining our focus on continuing to develop our organisational culture to ensure that CFRS is a welcoming and inclusive place to work, and one which supports all staff to thrive, we are focusing on the areas that matter most to our staff.

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

This has continued over the past 12 months, with the success of the negotiations to pilot a new day crewed agreement followed by the start of negotiations to review and revise the agreement for our training centre model. This has been delayed by business continuity caused by COVID-19 but is expected to resume in the new financial year. We continue to seek to work proactively and collaboratively with representative bodies across all areas of the Service and enjoy overall positive industrial relations as a result.

8.4 Strategic consideration of resourcing and strengthening our succession planning.

We continue to regularly review and update our workforce planning data. We are now working to understand our predicted wholetime workforce changes for a 15 year period, to inform our longer-term planning and anticipate strategic resourcing needs for the medium term.

We continue to focus on supporting managers to have quality conversations with their teams about performance and development. These are important to properly inform our new succession planning process, implemented from January 2020. This gives a framework within which we can more robustly identify our future talent at junior and middle manager levels and ensure development provision meets their needs. Training and guidance was provided to managers on how to use it most effectively. This complements ongoing work to embed our career management processes, with the Development Advisory Board now fully up and running and further development portfolios launched this year meaning we now have portfolios for all operational roles up to Group Commander, offering staff focus and structure to their immediate and longer-term development planning. We also have core portfolios for levels of professional support staff roles, which can be added to with particular professional specialisms.

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

We continue to review and refine our recruitment and promotion processes to ensure they deliver against our strategic resourcing and succession planning needs, with change made based on feedback from both candidates and assessors, as well as learning from best practice and evolving technology. There are now stronger links with our development pathways and in particular our refreshed Personal and Leadership Development Framework. Training is now mandatory for all assessors, complemented by assessor briefings before all recruitment/promotion processes commence. We continue to consider how to better deliver our recruitment and promotion processes for our longer-term strategic success, removing all unnecessary barriers to enable us to find the right people to fill our vacancies both for now and the future.

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

Work to build greater-long term engagement with our BAME communities has continued through our positive action work plan, driven by our positive action officers working with the cross-Service Positive Action and Community Engagement Group. The impact on the diversity of candidates who registered interest in applying for our wholetime recruitment campaign in 2019 was noticeable, although we recognise there is more work to do, as it did not fully translate to a more diverse applicant pool. It showed progress on previous years but it did not fully reflect the diversity of our communities which is what we aspire to. Work continues to understand the reasons for this, set against the context of knowing that this has always been identified as work that must be longer-term in nature if it is to be truly embedded. Further work has also been undertaken this year to embed understanding for staff of the value of positive action and to help us further understand the real and perceived barriers to pursuing a fire service career, including for career development of existing staff.

We completed our second work placement under the Disability Confident scheme and work has been undertaken to promote the scheme further to managers for

consideration of future placements. In summer 2019 we also welcomed a disabled graduate to complete an internship for us as part of the Leonard Cheshire Change 100 programme.

We have also this year launched an enhanced contractual maternity pay scheme, tripling the amount of full pay a woman receives when on maternity leave. We have also launched new maternity guidance documents, for both pregnant employees and their line managers and have also begun to develop similar refreshed guidance for paternity.

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

This year we have started 20 new apprenticeships in leadership (at varying levels encompassing new to middle level leaders) and specialist professional support roles all for existing members of staff. We have also started our first cohort of firefighter apprenticeships as new wholtime recruits, working in partnership with the Fire Service College. More will join in early 2020/21. We also continue to lead national work to develop procurement frameworks for apprenticeships enabling greater ease of use of apprenticeship standards within the sector.

8.8 Conducting an equal pay audit.

Recommendations from the equal pay audit received in quarter 4 of 2018/19 were presented to and approved by the Fire Authority in summer 2019. Throughout the last year we have worked with a specialist external consultancy to design and begin to implement a new pay structure for management band professional support staff as this was the key recommendation made. Final full implementation was delayed from the anticipated date of April 2020 due to the sudden on-set of business continuity relating to COVID-19, however implementation is now expected in the first part of the new financial year.

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

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

9. Value for Money Delivery Update

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

The formal plans for St Neots are being developed by Cambridgeshire Constabulary. Once complete, station staff will be consulted and briefed on the proposed use of the site, which may include a police enquiry office. St Ives premises sharing is not being taken forward.

The Service has asked the Constabulary for a detailed plan of their space requirements for shared facilities at Cambridge. A formal assessment will be made on viability once this information is received. It is anticipated that further updates on

progress with the property shared service will be provided to the respective bodies in December 2020 and February 2021.

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

Continuing to support the work of the National Fire Transformation Team through the Strategic Commercial Board. CFRS has actively engaged in the programme, undertook trials of the spend analysis exercises and efficiency savings exercises which will now be, as a minimum, an annual programme. CFRS has established a savings tracker to support this work along with processes to understand spend to help inform future national procurement pipelines or more regional and local approaches.

CFRS has continued to submit significant data over the last 12 months, which includes future pipelines, details of third party spend, procurement maturity questionnaires, responses to project specific questionnaires from across the sector and engage with other public buying organisations. CFRS continues to lead on the professional services category and is currently heavily involved in the delivery of an apprenticeship framework and fire specific training, as well as promoting the Fire and Rescue Services Indemnity Consortium. CFRS continues to use, where possible, existing frameworks and has recently let a Pre Hospital Emergency Medicine Framework available for all blue light services which has had take-up from fire services.

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

We currently have a shared area commander rota with Bedfordshire Fire and Rescue Service. There is also an on-going piece of work regarding enhancing the resilience of the chief officer group for incidents with this partner.

We have expanded this collaboration further with positive agreement now in place to share operational officer specialist skill sets (fire investigation, hazardous materials and inter agency liaison officers). A full memorandum of understanding has now been signed across the region to enhance and standardise our response to operational incidents.

9.4 Explore, through an established blue light strategic interoperability board, opportunities to work together in the use of property, staff, training and equipment to improve the service provided to communities.

The strategic interoperability board continues to deliver a number of memorandums of understanding (MOUs) between services to enhance delivery to the community. Full documentation is available giving more detail and has continued to grow across this IRMP period as opportunities arose.

9.5 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 substantially completed to migrate all our processes to our cloud environment. Processes have been delivered that support our people work strands

improving our personal development reviews (PDRs), career management processes and also looking at training bookings. The work here also integrates our existing data sets and improves accessibility and accuracy of data across our Service.

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

We have undertaken a large scale collaborative project with Bedfordshire Fire and Rescue Service to upgrade our Wide Area Network (WAN) provision, providing improved connectivity between stations and the internet. We have continued to procure software jointly with Bedfordshire, where appropriate, to achieve economies of scale. Our ISO 27001 certification has been maintained to ensure we are well placed with regard to cyber security risk reduction activities.

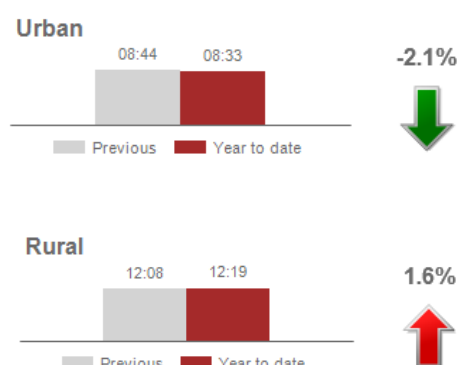
9.7 **Incorporate Community Safety Risk planning within the planning work to create the new IRMP.**

The IRMP 2020 - 2024 work has been completed and we launched our new IRMP in April 2020. Significant work was conducted to engage with all staff across the Service to create our plan and define how we would respond to our risks and opportunities. As part of this work we also conducted detailed financial modelling to understand the costs of our activities. Public consultation was also carried out using focus groups to discuss key points.

10. **IRMP Performance Review 2019/20 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 2019/20.

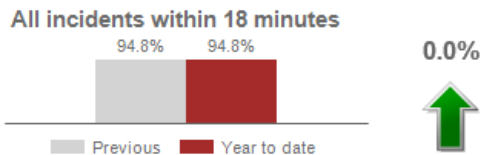
10.2 **We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.**



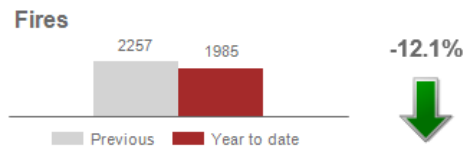
The average attendance time for the 1st pump in urban areas remains positive and within our 9 minute performance measure, we are on average attending in 8:33 over the year compared with 8:44 the previous year.

Within rural areas the 1st pump has been over our 12 minutes performance measure and we completed the year at 12:19. We are continuing to look at this measure to see how we can reduce this number and we have seen in the last four months of the year we have only been over the measure on one occasion.

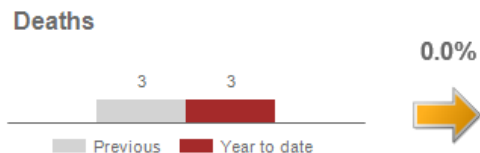
We have seen the measure for first pump in attendance within 18 minutes on 95% of occasions at 94.8% for this year which is the same as the previous year. This measure is closely linked to our rural attendance times and as we focus upon these we will see this measure also improve.



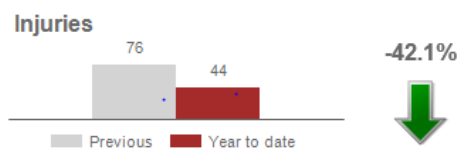
10.3 We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities.



Total fires were down by 272 for the year 2019/20 compared to the previous year. We have seen less secondary fires, an average number of accidental dwelling fires, less non-domestic fires and far less deliberate fires compared to 2018/19



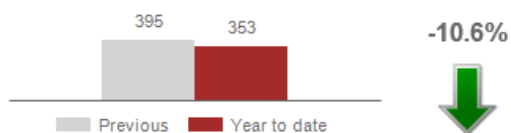
We have had three fire fatalities recorded in the first quarter of year 2019/20.



There have been 44 casualties from fire in the 2019/20 financial year compared to 76 at the same time last year. This is a 42.1% decrease.

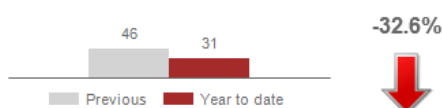
10.4 We will continue to work with our partners to reduce the number of people killed or seriously injured on our roads.

The latest available data from police accident data is December 2019.



The number of people killed or seriously injured in road traffic collisions has decreased by 42 compared to the same period the previous year. However, it must be noted that the data available to us is only that up to December 2019.

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

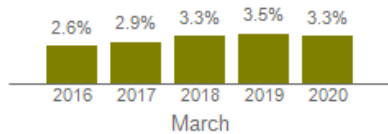


There has been a decrease in the number of co-responding incidents attended this year compared to last year. The reason for this is most likely due to the single call type we attend.

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

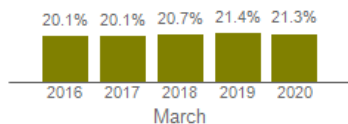
Current Workforce

Total BME Staff



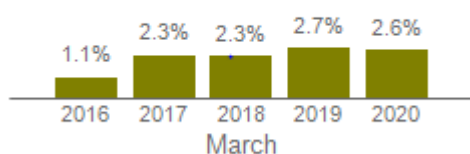
There has been an overall gradual increase in the diversity of our workforce over the past five years. There has been an increase in BME staff from 2.6% (17 members of staff) in 2016 to 3.3% (24 members of staff) in 2020. In 2015 1.9% of our staff were from a BME background.

Total Female Staff



Overall our female workforce has increased slightly since 2015 (20.1% or 131 members of staff in 2016 up to 21.3% or 154 members of staff in 2020). This increase is made up of an increase in the proportion of females in our operational workforce balanced with and a decrease in the proportion of females in our support workforce. In terms of applications, 56% of applications to Control are from females (33 individuals), 51% of professional support applications (89 individuals), 15% of on-call (28 individuals) and 12% of applicants to wholetime (31 individuals). Overall almost 33% of recruits in this year were female (20 individuals); just over 2% higher year on year.

Total Female Ops Managers

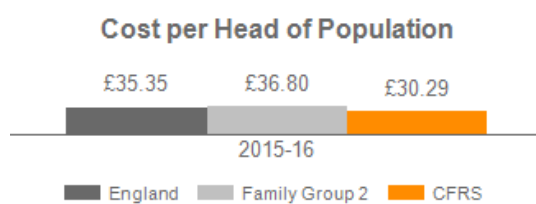


We have seen a slight increase in the number of female operational managers in the last 5 years, from 1.1% in 2016 (2 individuals) to 2.6% in 2020 (5 individuals). In 2015 the proportion of female operational managers was 0.6%. The number of BME managers has also increased slightly over the past 5 years, from 2.5% in 2016 (6 individuals) to 3.8% in 2020 (10 individuals).

- 10.7 **We will continue to ensure we provide value for money by improving our Service year on year whilst remaining in the lowest quartile cost per head of population compared to other fire and rescue services.**

Value for Money

Our cost per head of population is £30.29, which is lower than our family group (fire and rescue services of a similar size and demographic) and also the all England figure of £35.35.



BIBLIOGRAPHY

Source Document	Location	Contact Officer
IRMP 2017 – 2020	Hinchingbrooke Cottage Brampton Road Huntingdon	Jon Anderson 07711 444201 jon.anderson@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 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 25 June 2020

FINAL REVENUE AND CAPITAL BUDGET POSITION 2019/20 AND TREASURY MANAGEMENT STATEMENT

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with the final 2019/20 revenue and capital budget outturn position and an update on the treasury management position.

2. Recommendations

- 2.1 The Authority is asked to;

- note the revenue and capital budget outturn position,
- approve the requested budget holder carry forwards,
- note the year-end balance sheet position as at 31 March 2020 as per the draft statement of accounts,
- note the annual Treasury Management Statement.

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 2019/20 was approved at the Fire Authority meeting held in February 2019. The total budget was set at £29.505m with a total precept of £20.088m.

- 4.2 At its meeting in July 2019 the Policy and Resources Committee approved a revenue carry forward of £2.074m. The carry forward included grant income of £0.879m. The carry forward reduced by £26k as a result of an invoice being incorrectly included on the original carry forward request. On removal this left a revised revenue budget for the current financial year of £31.543m

5. Impact of COVID-19 on Final Accounts

- 5.1 In April 2020, CIPFA announced that Government had approved changes to the Accounts and Audit Regulations 2015. The revised legislation extends the statutory audit deadline for all local authorities. The revised publication date for statutory accounts has moved from 31 July to 30 November 2020. Furthermore, the Authority must now publish its draft accounts by the 31 August 2020.

6. Final Revenue Outturn Position

- 6.1 The Service had to recruit twenty wholetime fire-fighters in 2018/19 and a further sixteen in 2019/20. The additional numbers will maintain operational crewing at the appropriate levels after accounting for anticipated retirements from the Service. This necessary over recruitment has resulted in a small over spend against the budget for wholetime firefighters.
- 6.2 The budget for control was marginally overspent at year-end. The overspend was primarily due to overtime in control incurred to cover sickness absence.
- 6.3 The support underspend was as a result of turnover of professional support employees, which resulted in a period where a position remained vacant.
- 6.4 The underspend against ICT and Communications is a direct result of new contract arrangements with regard to our network provision and in-house printing. The savings associated with these contracts have been incorporated into the budget for the current financial year. In addition, Bedfordshire Fire and Rescue Service made an additional contribution at the financial year-end to the cost of the shared service based upon their actual usage. The primary underspend against other supplies and services relates to project costs that have not been incurred in year owing to project delays; the funding will be applied in the next financial year.
- 6.5 The operational fire budget was slightly underspent. This budget provides for the costs of On-Call firefighters and the underspend is owing to the On-Call firefighter establishment being slightly below that forecast.

7. Results for the Year

- 7.1 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 £715k. This underspend will be used as funding against the 2020/21 capital programme. A simple summary of the final outturn is shown below; further details, in normal budgetary control format, are set out in **Appendix 1**.

Budget Area	Under (-) / Over (+) £'000
Controllable expenditure/income	-1,262
Safety Netted Expenditure*	-57
Over achieved Precept income	-677
Committed Revenue Expenditure (orders raised but not paid)	352
Grant Income Carried forward	561
Delegated Budgets Carried Forward	368
Final Under(-)/Over spend from 2018/19	-715

* This budget covers the demand led On-Call operational expenditure and ill health pensions.

- 7.2 The carry forwards are required for:

Funding Requirements	£'000	Notes
Emergency services mobile communications programme (ESMCP) Grant	561	Detailed breakdown attached at Appendix 2
Learning and Development	92	
ASG	65	
Community Fire Safety	114	
Operational Training	29	
Local Resilience Forum	7	

8. Balance Sheet and Reserves

- 8.1 The Authority Draft Balance Sheet will be presented at the meeting. Particular attention is drawn to the position relating to the Authority Reserves required to provide it with financial flexibility when dealing with unexpected circumstances. Specific reserves are set aside to provide for known or predicted liabilities.
- 8.2 A summary of movements in existing reserves is shown in the table below; the useable general reserve is £3.185k.

	Note	Balance at 01/04/19	In year Movement (-) funding out / funding in	Balance at 31/03/20
		£000	£000	£000
General Reserve	8.2	2,470	715	23,185
Property Redevelopment Reserve	8.3	8,406	-	8,406
Community Safety		200	0	200
Wholetime Reserve		975	0	975
Pension Reserve		824	(301)	523
Total		12,876	(301)	12,574

- 8.3 The Property Development Reserve is set aside to finance the costs of future refurbishment and development of the Authority estate. This fund will be utilised to provide the new Huntingdon Community Fire and Rescue Station and Training Centre.
- 8.4 Attached at **Appendix 3** is the summarised Authority reserve strategy that projects the reserve position over the medium term. The Authority will see that reserves are expected to diminish significantly over the next couple of years as the investment in the new training centre is made.

9. Capital Programme

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

		Original Budget	Adjustments	Revised Estimate	Total Committed to Date	Actuals to Date
		£000's	£000's	£000's	£000's	£000's
Expenditure						
Vehicles	9.2	2,335	478	2,813	1,179	668
Land & Buildings	9.3	1,210	430	1,640	1,337	974
Equipment	9.4	292	-20	272	149	120
IT and Communications	9.5	350	331	681	131	129
		4,187	1,219	5,406	2,796	1,891
Financing		0				
Capital Receipts		-262	0	-262	0	-74
Loan		-2,088	0	-2,088	0	
Grants		0	0	0	0	0
Capital Grants Reserve		0	0	0	0	0
Application of Capital Reserve		-881	0	-881	-621	
Revenue Contribution		-956	-1,219	-2,175	-2,175	-1,817
		-4,187	-1,219	-5,406	-2,796	-1,891

9.2 This budget 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 build of two new aerial appliances commenced in 2019/20; delivery is due in autumn 2020.

9.3 This budget also covers the maintenance of existing properties and the investment in new facilities. The adjustment relates to carry forwards from last year of funds provided for the committed capital improvements at fire stations.

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

9.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment.

9.6 The outstanding capital schemes that were started and not finished will be completed in 2020/21 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. Capital funding of £3.155m will be carried forward to fund all outstanding capital orders and outstanding schemes. A detailed breakdown of all carry forward requests is attached at Appendix 2.

10. Treasury Management Activities

- 10.1 The Treasury Management Policy requires the Treasurer to provide the Authority with an annual report on treasury management activity as part of the final accounts process; the report for 2018/19 is attached at **Appendix 4**.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
CIPFA Bulletin 5 (April 2020)	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 07786 023436
Final Accounts working papers	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 01480 444619

SUMMARY OF FINAL OUTTURN POSITION

Description	Notes	Revised Budget £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	6.1	12,601	12,707	104	0.83%
Control Room Staff	6.2	1,549	1,613	64	4.13%
Local Govt. Employees	6.2	3,569	3,410	-159	-4.46%
Senior Management (Hay)		3,007	3,087	80	2.66%
Recruitment & Training		627	516	-111	-17.70%
Fire Allowances		617	691	73	11.83%
EMPLOYEE COSTS		21,971	22,023	51	0.23%
Property Maintenance		368	407	38	10.33%
Insurance		80	50	-30	-37.50%
Energy Costs		305	269	-36	-11.80%
Cleaning		160	149	-11	-6.88%
Rents & Rates		689	677	-12	-1.74%
PREMISES		1,602	1,551	-51	3.18%
Car & Cycle Allowances		70	89	19	27.14%
Vehicle Running Expenses		291	278	-12	-4.12%
Vehicle Insurance		142	134	-9	-6.34%
TRANSPORT AND MOVEABLE PLANT		502	500	-1	0.20%
Office Expenses		358	245	-112	-31.28%
IT & Communications Equip.		2,167	1,745	-422	-19.47%
Fire Equipment		325	358	33	10.15%
Uniforms & Clothing		535	448	-87	-16.26%
Other Supplies & Services		1,439	1,110	-329	-22.86%
SUPPLIES AND SERVICES	6.3	4,824	3,906	-918	19.03%
Debt Charges		2,142	2,338	197	9.20%
External Interest		-90	-123	-33	36.67%
CAPITAL FINANCING		2,052	2,216	164	7.99%
CONTROLLABLE EXPENDITURE		30,950	30,196	-754	2.44%
Other Income		-1,375	-1,852	-477	34.69%
Other Government Grants		-1,805	-1,835	-31	1.72%
CONTROLLABLE INCOME		-3,180	-3,688	-508	15.97%
NET CONTROLLABLE EXPENDITURE		27,771	26,508	-1,262	4.54%
Pensions - Injury Awards		633	665	32	5.06%
Operational Fire Budget	6.4	3,139	3,051	-89	-2.84%
SAFETY-NETTED EXPENDITURE		3,772	3,716	-57	1.51%
NET EXPENDITURE		31,543	30,224	-1,319	4.18%

General / Earmarked Reserve Breakdown 2019/20 - 2023/24

	18/19	19/20	20/21	21/22	22/23	23/24	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	
Estimated Reserves at Start of Financial Year	12,933	12,876	13,289	9,374	3,968	6,968	
Property Development Reserve	8,463	8,406	8,406	5,406	-	3,000	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. The Monkswood training centre development is awaiting planning (expected 7th Feb). SHQ and Huntingdon are in the design phase at this stage.
Capital Financing Property Improvements	- 57	-	3,000	- 5,406	3,000	-	Year-end Capital position will determine actual requirement
General Reserve	2,471	2,470	3,185	2,470	2,470	2,470	
Capital Financing			- 715				
Underspends		715					
Community Safety Reserve	200	200	-	-	-		This reserve is held to fund specific projects and programmes. It will be called upon when required but it is not expected to be held for the long-term.
Operational Firefighter Reserve	975	975	975	975	975		The Service is currently over-established for Firefighters and this reserve will be used to cover any overspend in the short-term.
Pension Reserve	824	523	523	523	523		This reserve is held to fund ill health retirements that are often unexpected and to fund the current funding shortfall owing to the revaluation of the Firefighter Pension Fund.
Estimated Reserves at Year end	12,876	12,574	9,374	3,968	6,968		
General Reserves at Year end	2,471	2,470	2,470	2,470	2,470		
Earmarked Reserves at year end	10,405	10,104	6,904	1,498	4,498		

Carry Forward Requests - To Be Agreed

Nu mb er	Area of Respo nsibili ty	Group	Requester	Description	Value	Revenue / Capital	Revenue Category	Nominal Code From	Nominal Code To	Funding Available as at 31.03.20 19	Afforda ble	Comments	Profile	Date Notifie d	Link to request
1	CFO														
				CFO Total	£ -										
1	ACFO	Training	John Sherrington	Ongiong assistant Instructor Development/20/21 Operational Scenario Training/FBT	£ 28,500	Revenue	Training	General Underspend	Training	Only £28500 available					ACFO 1 TRG RE Financial Year End 1920 Carry Forward Requests.msg
2	ACFO	Safety Partnership	Kevin Andrews	Safety Partnership ringfenced underspends	£ 31,488	Revenue	AC Community Fire Safety	General underspend 527	2642527	See email					ACFO 2 and 3Water and Road Safety RE 202021 Carry forward budget.msg
3	ACFO	Safety Partnership	Kevin Andrews	Safety Partnership ringfenced underspends	£ 45,600	Revenue	AC Community Fire Safety	2648 510	2648 510	See email					ACFO 2 and 3Water and Road Safety RE 202021 Carry forward budget.msg
4	ACFO	Local Resilience Forum	Jane Ashwell	General underspend of ring fenced monies	£ 5,500	Revenue	Local Resilience Forum	2605 525	0886 525	Yes		Standing Item each year			ACFO 4 - 7 CPLRF 201920 Carry Forwards and Allocation for 202021.msg
5	ACFO	Local Resilience Forum	Jane Ashwell	General underspend of ring fenced monies	£ 1,000	Revenue	Local Resilience Forum	2605 525	0887 525	Yes		Standing Item each year			ACFO 4 - 7 CPLRF 201920 Carry Forwards and Allocation for 202021.msg
6	ACFO	Local Resilience Forum	Jane Ashwell	General underspend of ring fenced monies	£ 125	Revenue	Local Resilience Forum	2605 525	2410 525	Yes		Standing Item each year			ACFO 4 - 7 CPLRF 201920 Carry Forwards and Allocation for 202021.msg
7	ACFO	Local Resilience Forum	Jane Ashwell	General underspend of ring fenced monies	£ 194	Revenue	Local Resilience Forum	2605 525	3110 525	Yes		Standing Item each year			ACFO 4 - 7 CPLRF 201920 Carry Forwards and Allocation for 202021.msg
8	ACFO	Equipment	Jamie Johnson	New Whole Time dry Suit	£ 60,000	Capital		B130	B130	Yes					ACFO 8 B130 FW Financial Year End 1920 Carry Forward Requests No 2.msg
9	ACFO	Equipment	Jamie Johnson	BA High pressure hose upgrade to all BA sets	£ 30,000	Capital		B130	B130	Yes					ACFO 9 B130 FW Financial Year End 1920 Carry Forward Requests.msg
10	ACFO	Comm Fire Safety	Paul Clarke/David Lynch	Need to carry forward underspend to cover temp post in following year - Odette	£ 36,559	Revenue	AC Community Fire Safety	General Underspend from 510 excluding fire break	0120/0220/042 0 510	Yes					ACFO 10 Comm Fire Safety.xls
12	ACFO	Fleet Equipment	Graham Wiggins	Vehicles not ordered from 1920 schedule	£ 234,099	Capital		B110	B110			Check if any again for 19/20	sent email to graham wiggins 21.05.2020 for vehicle type split		ACFO 11 - 12 GMW Vehicles Carry forward.msg
				ACFO Total	£ 473,065										
1	DCE	HR Group	Sam Smith	E&I salary underspend to be transferred over to next year to part fund the PAO post	£ 6,797	Revenue	Human resources	0138/0238/0438 518	0138/0238/043 8 518	Yes		As per email saved in 2021 budget pressures folder. GP£5234,NIE6 12,PENSE£952	Salary		DCE 1 E&I 518 E&I underspend and salary shortfall for 2021.xls
2	DCE	HR Group	Sam Smith	Mental Health & Welbeing Training	£ 10,000	Revenue	Human resources	0888/2430/0858/08 87 500	0888 500	Yes					DCE 2 - 4 SS HR Group RE Financial Year End 1920 Carry Forward Requests.msg
3	DCE	HR Group	Sam Smith	Succession Planning Coach/Mentor	£ 20,000	Revenue	Human resources	0888/2430/0858/08 87 500	0120/0220/042 0 500	yes					DCE 2 - 4 SS HR Group RE Financial Year End 1920 Carry Forward Requests.msg
4	DCE	HR Group	Sam Smith	L&D Advisor	£ 26,000	Revenue	Human resources	0888/2430/0858/08 87 500	0120/0220/042 0 500	Yes					DCE 2 - 4 SS HR Group RE Financial Year End 1920 Carry Forward Requests.msg
5	DCE	Bus Dev & Risk	Tamsin Mirfin	CFO regional Budget CFRS contribution	£ 10,000	Revenue	Bus Dev & Risk	2900 504	2900 504	Yes		Accounted for in B230 Prepay Accrued Income: CFO collaboration CFRS/SUFF/NO R/HERTS/ESS/ BEDS			DCE 5 RE Invoice - Regional CFO Group Budget.msg
6	DCE	Bus Dev & Risk	Tamsin Mirfin	Project Running Expenses	£ 30,962	Revenue	Bus Dev & Risk	2820 504/P124 ShareP	2820 504/P124 ShareP	Yes £112k underspen				11.03.2 020	DCE 6 TM Bus Dev RE Financial Year End 1920 Carry Forward Requests.msg

Nu mb er	Area of Respo nsibili ty	Group	Requester	Description	Value	Revenue / Capital	Revenue Category	Nominal Code From	Nominal Code To	Funding Available as at 31.03.20 19	Afforda ble	Comments	Profile	Date Notifie d	Link to request
7	DCE	ASG	Dave Reeson	LGE salary underspend	£ 64,890	Revenue	Application Support Group	0120 0220 0420 592	0120 0220 0420 592	Yes					DCE 7 ASG Salary Carry Over.msg
8	DCE	ICT	John Fagg	Station End Equipment	£ 363,689	Capital		B140	B140	Yes					DCE 8 ICT Project SEE Carry Forward Request.msg
9	DCE	ICT	John Fagg	WiFi Refresh project	£ 75,000	Capital		B140	B140	Yes					DCE 9 ICT LE Capital Carry Forward Request.msg
10	DCE	ICT	John Fagg	WiFi Refresh project	£ 125,000	Capital		B140	B140	Yes					DCE 10 ICT JF Carry Forward Request 2.msg
11	DCE	HR Group	Sam Smith	Positive Action Officers FTC extended until Jan 2021	£ 28,823	Revenue	Human resources	General Underspend	0120/0220/0420 506	Yes		GPE22756/NIE 1834/Pens£4233			DCE 11 Positive Action Officers.xlsx
12	DCE	DCE	Automatic	ESMCP grant	£ 561,232	Revenue	Grants	7550900	7550900	Yes		Standing item whilst have grant	Deduct any transactions relating ESMCP posted in 7550900		DCE 12 B379 RE Financial Year End 1920 Carry Forward Requests.msg
13	DCE	Property	Maurice Moore	Building work not completed at year end	£ 390,367	Capital		B121	B121			A14 refurb, A14 secondary control, A20 refurb, HQ barrier			
	DCE	Projects	Automatic	Balances on outstanding projects at year end	£ -	Revenue		7550900	7550900	Yes		Standing Item each year			DCE 12 B379 RE Financial Year End 1920 Carry Forward Requests.msg
	DCE	Projects	Automatic	ESMCP T&S year end balance	£ 5,924	Revenue	Bus Dev & Risk	7550900	7550900	Yes		Standing Item each year			DCE 12 B379 RE Financial Year End 1920 Carry Forward Requests.msg
	DCE	Projects	Automatic	Drones project	£ 16,000	Revenue	Bus Dev & Risk	7550900	7550900	Yes		Standing Item each year	£50k trf from B130 to B379 see Final B105-B141		DCE 12 B379 RE Financial Year End 1920 Carry Forward Requests.msg
	DCE														
	DCE			DCE Total	£ 1,734,685										

Area Nu mb er of Respo nsibili ty	Group	Requester	Description	Value	Revenue / Capital	Revenue Category	Nominal Code From	Nominal Code To	Funding Available as at 31.03.20 19	Afforda ble	Comments	Profile	Date Notifie d	Link to request
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£ 2,207,750

7500/7550	Total CFwd Register	£	2,207,750	
Individual budgets	Capital	£	1,278,155	58%
Do not input on DREAM	Revenue	£	929,594	42%
	Capital reserve	£	-	0%

7500/7550	Total Order C/Fwds	£	2,229,349	
Do not input on DREAM	Capital	£	1,876,853	84%
Individual budgets	Capital Reserve	£	-	0%
	Revenue	£	352,496	16%

Grand Total Capital	£	3,155,008	71%
Grand Total Revenue	£	1,282,090	29%
Grand Total	£	-	0%
Reserve\Borrowing			
GRAND TOTAL	£	4,437,098	

-£ 0

Finance from revenue carry forward	£	4,437,098
Finance from reserves	£	-

Revenue analysis		
Staffing	£	-
Application Support Group	£	64,890
Human resources	£	91,620
Training	£	28,500
Property	£	-
ICT	£	-
AC Community Fire Safety	£	113,647
Fleet	£	-
Operations	£	-
Bus Dev & Risk	£	62,886
Corp Workwear/Uniform	£	-
Project Support	£	-
Business Intelligence & Performance	£	-
Media & Comms	£	-
DCE	£	-
Diversity	£	-
Finance	£	-
Local Resilience Forum	£	6,819
Health & Safety	£	-
Hire Management Support	£	-
Occupational Health - Fitness Equipment Etc	£	-
Capital charges	£	-
Grants	£	561,232
	£	929,594
	£	- - rounding

3,155,008.45

The balance shown in here initially is adjusted to zero by changing the category in col G to reserve. This changes the grand total capital to agree with the carry forward on the instructions page Cell G32. Any small balancing figure can be adjusted in the MW underspend figure

Annual Treasury Management Review 2019/20

April 2020

Annual Treasury Management Review 2019/20

1. Introduction

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 2019/20. 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).

During 2019/20 the minimum reporting requirements were that the Policy and Resources Committee should receive the following reports;

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

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 2020

At the beginning and the end of 2019/20 the Authority's treasury (excluding borrowing by PFI and finance leases) position was as follows:

DEBT PORTFOLIO	31 March 2019 Principal	Rate/ Return	Average Life yrs	31 March 2020 Principal	Rate/ Return	Average Life yrs
Total debt	£3.200m	4.40%	35	£3.200m	4.40%	34
CFR	£3.046m			£6.074 m		
Over / (under) borrowing	£0.154m			(£2.874m)		
Total investments	£13.610m	0.64%		£15.414m	0.70%	
Net Investments	£10.410m			£12.214m		

INVESTMENT PORTFOLIO	Actual 31.3.19 £000	Actual 31.3.19 %	Actual 31.3.20 £000	Actual 31.3.20 %
Treasury investments				
Banks	10,604	77.91	13,414	87.02
Building Societies - rated	3,006	22.09	2,000	12.98
TOTAL TREASURY INVESTMENTS	13,610	100%	15,414	100%

All investments were 364 days or less

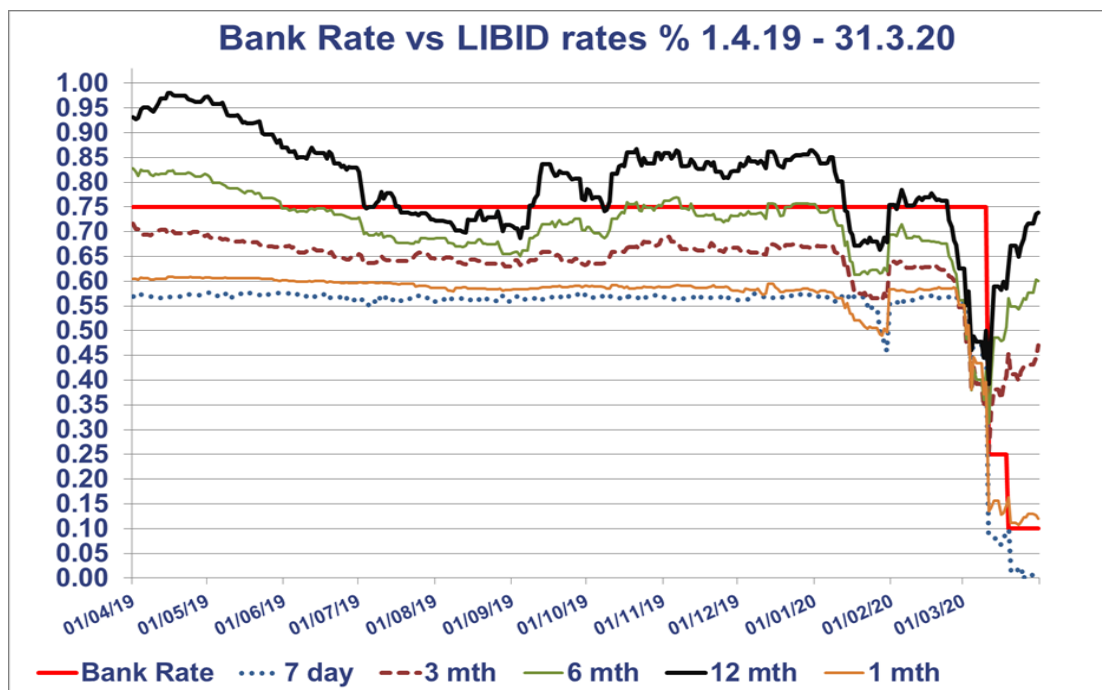
3. Investment Outturn

Investment Policy – the Authority’s investment policy is governed by MHCLG investment guidance which has been implemented in the annual 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.

4. The Strategy for 2019/20

4.1 Investment strategy and control of interest rate risk



Investment returns remained low during 2019/20. The expectation for interest rates within the treasury management strategy for 2019/20 was that Bank Rate would stay at 0.75% during 2019/20 as it was not expected that the MPC would be able to deliver on an increase in Bank Rate until the Brexit issue was finally settled. However there was an expectation that Bank Rate would rise after that issue was settled but would only rise to 1.0% during 2020.

Rising concerns over the possibility that the UK could leave the EU at the end of October 2019 caused longer term investment rates to be on a falling trend for most of April to September. They then rose after the end of October deadline was rejected by the Commons but fell back again in January before recovering again after the 31 January departure of the UK from the EU. When the coronavirus outbreak hit the UK in February/March, rates initially plunged but then rose sharply back up again due to a shortage of liquidity in financial markets. As longer term rates were significantly higher than shorter term rates during the year, value was therefore sought by placing longer term investments where cash balances were sufficient to allow this.

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.

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 the counterparty risk exposure by having fewer investments placed in the financial markets.

4.2 Borrowing strategy and control of interest rate risk

During 2019/20, 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 low and minimising counterparty risk on placing investments also needed to be considered.

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.

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.

5. Investment Outturn

Investment Policy – the Authority's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual 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.

The investment activity during the year conformed to the approved strategy and the Authority had no liquidity difficulties.

Resources – the Authority's cash balances comprise revenue and capital resources and cash flow monies. The Authority's core cash resources comprised as follows:

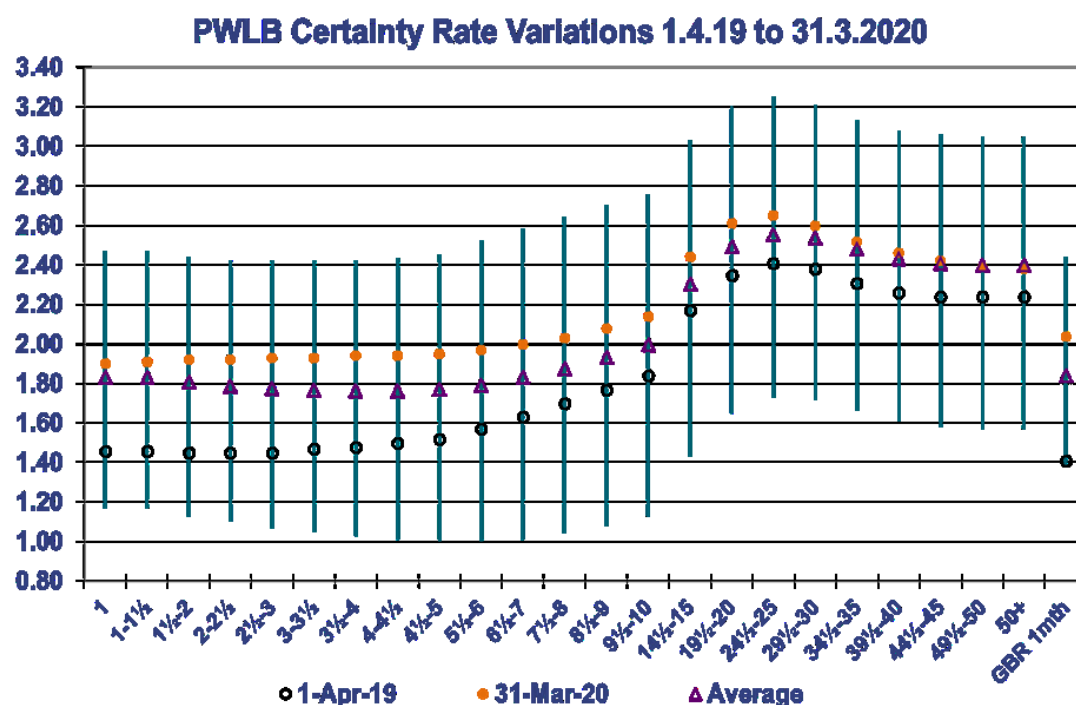
Balance Sheet Resources (£m)	31 March 2019	31 March 2020
Balances	2,500	3,183
Earmarked reserves	8,509	7,453
Usable capital receipts	1,376	1,481
Usable capital Grants	2,587	2,587
Total	14,972	14,704

Appendix 1: Prudential and Treasury Indicators

	Budget 2019/20 £m	Actual 2019/20 £m
	£m	£m
Capital Financing Requirement	6.074	6.074
Operational Boundary	5.421	5.421
Actual External Debt as at 31 March 2020		3.200
Authorised Limit	6.921	6.921
Upper limit for fixed interest rate exposure		
Net principal fixed rate borrowing / investments	100%	100%
Upper limit for variable interest rate exposure	100%	100%
Net principal variable rate borrowing / investments		
Upper limit for total principal sums invested for over 364 days	0%	0%
Maturity structure of new fixed rate borrowing during 2016/17:		
	Upper Limit	Lower Limit
under 12 months	100%	0%
12 months and with 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Appendix 2: Borrowing and Investment Rates

PWLB Borrowing Rates



Money Market Investment Rates and Forecasts 2019/20

	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.75	0.58	0.61	0.72	0.83	0.98
High Date	01/04/2019	09/05/2019	15/04/2019	01/04/2019	01/04/2019	15/04/2019
Low	0.10	0.00	0.11	0.26	0.31	0.39
Low Date	19/03/2020	25/03/2020	23/03/2020	11/03/2020	11/03/2020	11/03/2020
Average	0.72	0.53	0.56	0.63	0.70	0.80
Spread	0.65	0.58	0.50	0.46	0.52	0.59

Link Asset Services Interest Rate View 5.8.19											
	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	1.20	1.30	1.50	1.60	1.70	1.70	1.80	1.90	2.00	2.00	2.10
10yr PWLB Rate	1.50	1.60	1.80	1.90	2.00	2.00	2.10	2.20	2.30	2.30	2.40
25yr PWLB Rate	2.10	2.30	2.40	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00
50yr PWLB Rate	2.00	2.20	2.30	2.40	2.50	2.60	2.60	2.70	2.80	2.90	2.90

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

DATE: 25 June 2020

ESTATES UPDATE

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with an update on the Huntingdon Community Fire and Rescue Station and Training Centre project and a general update on property collaboration with Cambridgeshire Constabulary and the Interim Police and Crime Commissioner (PCC) for Cambridgeshire.

2. Recommendation

- 2.1 The Authority is asked to note the report.

3. Risk Assessment

- 3.1 **Political** – the Policing and Crime Bill stipulates a requirement to collaborate with other emergency services. The Service continues to embrace this requirement and is working with the local constabulary to develop and assess the viability of a number of shared projects.

4. Background

- 4.1 In late 2016 the Authority paused development of a new community fire and rescue station site incorporating a central training facility and headquarters in Huntingdon. This pause led to a review of potential options for relocating elements of the original proposal onto constabulary land. However earlier this year policing requirements for the identified preferred site at Monkswood changed removing the option for fire to relocate its training facility onto it.
- 4.2 A number of other shared property projects were also paused. However the interim PCC and constabulary are now keen to progress with alternative collaborations. In addition to the sharing of physical sites, both organisations are looking again into whether a shared property department would provide efficiency and value for money gains. This report details the progress made against all the collaboration schemes.

5. Huntingdon Community Fire and Rescue Station/Training Centre

- 5.1 The Chairman, after consultation with the Authority, approved the revised scheme in March 2020. Since approval, the Service has worked with partners to progress the project in a timely manner. Attached at **Appendix 1** is the latest project timetable, which provides an estimate of the key milestones for the overall project.
- 5.2 Since March the negotiation of the land price has also been finalised, with a price agreed and Heads of Terms for the sale currently going through the legal process. Alongside the land purchase, formal Heads of Terms and a development agreement have been formalised and the detailed building design for planning has commenced. The Service has appointed a Property Adviser and a Quantity Surveyor to ensure all cost projections are understood and challenged where appropriate. It is anticipated that the legal agreements will be finalised by mid July 2020; all will be subject to a positive planning decision.
- 5.3 The Service has also approved the commencement of site surveys that will be used to inform the formal planning application.

6. St Neots

- 6.1 Both fire and police have significant sites in the town of St Neots although the constabulary site is not effectively utilised owing to historic changes in its operational use. It is proposed that the police relocate into the fire station however any relocation will be subject to building modifications and an extension financed by the constabulary from the sale of their current site. At this time, the formal plans are being developed by the constabulary. Once complete, the fire station employees will be consulted with and briefed on the proposed use of the site, which may include a police enquiry office.

7. St Ives

- 7.1 The respective properties in St Ives are both significant sites with very little occupancy. At this time, development potential is being assessed for both sites with the fire site being assessed for development with the adjoining health site. The Service will seek to relocate to a smaller site within the town so that the current site can be released. It is not anticipated that sharing premises with the police will be taken forward as the constabulary wish to maintain local policing provisions within the town centre.

8. Cambridge

- 8.1 The constabulary are currently going through the significant process of relocating its Parkside Police Station onto an alternative site on the outskirts of Cambridge. They do have a desire to maintain a city centre presence when the current site is vacated and have made a request that the Service consider sharing its current site. The constabulary has been asked for a detailed plan of their space requirements and a formal assessment will be made on viability once this information is received.

9. Shared Property Department

- 9.1 The original piece of work on assessing the viability of sharing property departments began in 2017 but was halted due to the on-going Judicial Review process. However, as stated in Paragraph 4.2 above, the interim PCC and constabulary are supportive of this evaluation re-commencing. Whilst this piece of work is undertaken, sharing of resources and skills across both organisations will happen. It is anticipated that further updates on progress will be provided in December 2020 and February 2021.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
None	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Pre Development Programme						
CPFRS - New Fire Station and Training Facility at St Johns Business Park Huntingdon						
						03/06/2020
				Date (w/c)		
Nr.	Description	Week	Week to Start	Completion Forecast	Actual Completion	Action
1	Review Sketch scheme with CPFRS	-45	1	13/01/20	13/01/20	
2	Architects update floor plans/Site plan and review with CPFRS	-44	2	20/01/20		
3	CPFRS sign off on floor plans & site plan	-40	6	17/02/20		
4	Architects develop elevations and sections	-39	7	24/02/20		
5	CPFRS Commence negotiations with Landowners Agent (Savills)	-38	8	02/03/20		
6	CPFRS sign off on concept design, including specification	-37	9	09/03/20		
7	ADL Commence updating initial cost plan	-37	9	09/03/20		
8	ADL Agree H of T with CPFRS	-34	12	30/03/20		
9	CPFRS agree with ADL " Updated Cost Plan"	-33	13	06/04/20		
10	ADL send out enquiries to planning team required for plan'g application	-29	17	04/05/20		
11	CPFRS Agree H of T with Landowner	-28	18	11/05/20		
12	CPFRS instruct to proceed with prepare planning application	-28	18	11/05/20		
13	CPFRS instruct solicitors on land purchase	-28	18	11/05/20		
14	ADL & CPFRS instruct solicitors on Development Agreement	-28	18	11/05/20		
15	CPFRS instruct ADL to commence detailed planning application.	-28	18	11/05/20		
16	ADL Instruct Architect on Planning Application	-27	19	18/05/20		
17	ADL Instruct Architect on Planning Application	-27	19	18/05/20		
18	ADL Appoint Balance of Planning Team	-25	21	01/06/20		
19	CPFRS approve detailed Planning Application drawings	-19	27	13/07/20		
20	ADL/Bremner Assoc. review cost plan v planning application,CPFRS approve	-19	27	13/07/20		
21	ADL & CPFRS Complete Development Agreement," subject to planning"	-19	27	13/07/20		
22	CPFRS exchanged on land purchase "subject to planning"	-19	27	13/07/20		
23	Planning application lodged & registered	-18	28	20/07/20		
24	CPFRS instruct ADL to commence detailed design	-18	28	20/07/20		
25	ADL Commence developing detailed construction budget	-17	29	27/07/20		
26	Planning update for ADL & CPFRS following consultation period	-12	34	31/08/20		
27	ADL Finalise Construction budget with CPFRS	-8	38	28/09/20		
28	CPFRS Complete on Land Purchase (JR Period Waived)	-5	41	19/10/20		
29	Planning Application determined by LPA	-5	41	19/10/20		
30	CPFRS Complete on Land Purchase (JR Period Waived)	-4	42	26/10/20		
31	ADL Instructions fabrication of steel frame	-4	42	26/10/20		
32	ADL Mobile Contractor	0	46	23/11/20		
33	Construction Phase commences on site	3	49	14/12/20		
34	Practical Completion & Handover to CPFRS	53	99	29/11/21		
35	12 Months defects Liability Period	105	151	28/11/22		

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES
POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
BILL HUNT	C
MANDY SMITH	C
MIKE SHELLENS	LD
BARBARA ASHWOOD	LD
MOHAMMED JAMIL	L
DEREK GILES	IND

OVERVIEW AND SCRUTINY COMMITTEE

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

IAN GARDENER	C
MAC MCGUIRE	C
LYNDA HARFORD	C
JANET GOODWIN	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
BILL HUNT	C
MAC MCGUIRE	C
DAVID OVER	C
MIKE SHELLENS	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

DAVID OVER	C	
KEVIN REYNOLDS	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
MIKE SHELLS	LD	Substitute

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

DAVID OVER	C	
JOHN GOWING	C	
MIKE SHELLS	LD	
BILL HUNT	C	Substitute
BARBARA ASHWOOD	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

LYNDA HARFORD	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
IAN GARDENER	C	
BARBARA ASHWOOD	LD	
MANDY SMITH	C	Substitute
MIKE SHELLS	LD	Substitute

JOINT CONSULTATIVE COMMITTEE (7 Members + 6 Employee Representatives)**[Not subject to proportionality]**

Fire Authority Members (7)	
SEBASTIAN KINDERSLEY	LD
BARBARA ASHWOOD	LD
KEVIN REYNOLDS	C
JANET GOODWIN	C
SIMON BYWATER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

LOCAL STRATEGIC PARTNERSHIPS**[Not subject to proportionality]**

Greater Peterborough Partnership	Vice-Chairman	
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COMBINED AUTHORITY

Combined Authority	Vice-Chairman	C
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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

KEVIN REYNOLDS		C
DAVID OVER		C
BARBARA ASHWOOD		LD

LOCAL GOVERNMENT ASSOCIATION FIRE SERVICE COMMISSION

KEVIN REYNOLDS		C
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