

FIRE AUTHORITY



Date: Thursday, 10 February 2022

14:00hrs

New Shire Hall, Alconbury Weald, PE28 4YE

AGENDA

Open to Public and Press by appointment

- 1 Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>
- 2 Minutes of the Fire Authority meeting held 4th November 2021** **3 - 14**
- 3 Chair's Announcements**
- 4 Draft Fire Authority Budget 2022-23 and Medium Term Financial Plan** **15 - 50**
- 5 Draft Pay Policy Statement 2022-23** **51 - 60**
- 6 Proposed Changes to Cambridgeshire and Peterborough Fire Authority Members' Code of Conduct** **61 - 92**
- 7 Members' Allowances Scheme 2022/23**
To follow

8	Draft Sustainability Strategy	93 - 96
9	Update on the Relocation of Papworth to Cambourne Fire Station	97 - 100
10	Fire Safety Legislation Update and Improvements	101 - 114
11	Re-Engagement of Area Commander S Newton	115 - 118
12	Results of Consultation with Representative Bodies - Changes to Disciplinary Policy and Procedure	119 - 152

The Fire Authority comprises the following members:

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Council therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further.

Councillor Edna Murphy (Chair) Councillor Andrew Bond Councillor Mohammed Jamil Councillor David Over and Councillor Scott Warren Councillor Simon Bywater Councillor Hilary Cox Condron Councillor Ian Gardener Councillor Bryony Goodliffe Councillor John Gowing Councillor Sebastian Kindersley Councillor Peter McDonald Councillor Mac McGuire Councillor Kevin Reynolds Councillor Philippa Slatter Councillor Mandy Smith and Councillor Simone Taylor

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Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 4th November 2021

Time: 2:25 – 3.50pm

Venue: New Shire Hall, Alconbury Weald

Present: Cambridgeshire County Council:

Councillors: S Bywater, H Cox Condron, I Gardener, B Goodliffe, J Gowing, S Kindersley, P McDonald, M McGuire, E Murphy (Chair), K Reynolds, P Slatter, M Smith and S Taylor

Peterborough City Council:

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

Officers Present: C Strickland, M Warren, J Anderson, S Ismail and D Cave; C Doody

9. Apologies for absence and declarations of Interest

There were no apologies for absence or any declarations of interest.

10. Minutes of the Fire Authority meeting held 23rd June 2021

The minutes of the Fire Authority meeting held 23rd June 2021 were agreed as a correct record.

11. Chair's announcements

Appended.

A Member extended his thanks to the Chief Fire Officer and his colleagues for the Member seminar held earlier in the day. He particularly enjoyed the virtual tour of Gamlingay Fire Station. The Chair supported these comments.

12. Cambridgeshire and Peterborough Fire Authority – Audit Progress Report 2020-21

Rachel Brittain and Matthew Weller of BDO presented the Audit Progress Report for 2020-21. It was noted that the Audit Plan had been presented to the Overview and Scrutiny Committee in July, where the challenges with the delivery of the audit to date had been discussed, including the broader concerns relating to external audit in the public sector. The BDO representatives outlined the processes to date and those actions outstanding.

Members noted:

- that materiality levels had not been reassessed since the audit planning report issued to Overview and Scrutiny Committee in July, but final materiality reflected gross expenditure reported in the draft financial statements presented for audit;
- the four most significant risks, specifically management override of controls, expenditure cut-off, valuation of non-current assets and valuation of pension liability. No significant issues had been identified in any of these areas of audit risk, but testing was still ongoing. With regard to valuation of non-current assets, the Fire Authority had engaged an external valuer to value all of its land and buildings as at 31 March 2021. The valuer had confirmed that there had been a material movement in valuation, and a net revaluation gain had been recognised in respect of this;
- with regard to the LGPS Pension Fund, this had been audited by the County Council's auditors, who had reported a number of misstatements. The Pension Fund had received an actuarial valuation as at 31 December 2020, and in the following three months (at 31 March 2021), there was an estimated increase in the value of this asset of £441,000. An unadjusted audit difference had been raised for this amount;
- in terms of the McCloud liability, the auditors estimated the maximum potential impact on the Firefighters' pension fund was £76,000, and negligible for the LGPS;
- the auditors' conclusions that the Fire Authority would remain a going concern for a period of at least 12 months, despite the additional challenges created by the pandemic;
- the detail of the eight unadjusted audit differences identified by the audit work to date;
- that there were no new recommendations resulting from the audit, although there were three brought forward from the previous audit (2019/20), which related to the net pension liability, generic user IDs used to post journals, and the need for Members to complete related party declaration forms before leaving the Authority. Officers were committed to ensuring that all actions were completed.

Commenting on the report, the Deputy Chief Executive highlighted that to put the actuarial valuation in context, the value of the Pensions Fund was over £300M. The variation in valuation reflected the differing valuation dates used by the two entities. He further advised that more broadly, there had been a notable turnover in finance staff during the period, and in view of this, pleasing progress had been made with the audit.

Arising from the report:

- a Member observed that there appeared to be a lot of variances. Officers agreed, but commented that it was not uncommon to have such a list of unadjusted misstatements for an audit – the key issue was materiality, and even the seemingly large sums were not material e.g. the pension differences were in the context of

significant value of the Firefighter Pension Scheme. However, the auditors always strove to present the most accurate figures possible;

- Members noted that the final Statement of Accounts would be considered by the Policy & Resources Committee in December. Those statements, would be circulated to all FA Members when they were available;
- that the Fire Authority would receive an update on McCloud and Sargeant once these cases had been concluded, and the exact implications for the Fire Service were known in terms of a remedy.

Councillor Kindersley, speaking as Chair of Overview & Scrutiny Committee, reassured Members that that the Committee had thoroughly explored the issues raised in the auditors' report, and were confident with the audit opinion on the Fire Authority's financial statements.

It was resolved unanimously to:

Note the report.

The following two items were considered out of sequence:

13. Fire Authority Annual Report and Statement of Assurance 2020-21

Members of the Fire Authority considered the draft Annual Report and Statement of Assurance for 2020/21.

The Deputy Chief Executive highlighted that whilst the report covered the period of the pandemic and the restrictions on activity that had entailed, much had been achieved within the period, including the introduction of the new handheld radios and new turntable ladders, and continued community engagement, including the Firebreak programme restarting. The Fire Service also continued to engage with all staff on issues such as menopause, mental health and diversity, and develop and encourage all staff to reach their potential.

The Chief Fire Officer highlighted that in the last ten years, a number of operational staff had benefitted from leadership development at CFRS, and many had gone on to senior roles elsewhere, demonstrating the quality of staff within the organisation. Those individuals had been replaced with similar high quality members of staff who were being developed within the Service.

It was confirmed that the document would be subject to full proofreading prior to publication.

It was resolved to:

agree the draft Annual Report and Statement of Assurance 2020/21, attached at Appendix 1 to the report, subject to the additions highlighted in Paragraph 4.4 of the report.

14. Draft Annual Governance Statement 2020-21

The Fire Authority considered the draft Annual Governance Statement. In terms of significant findings, the new fire station and training centre at Huntingdon needed to be kept under continuous review, along with other property issues e.g. St Neots and the Police, and ongoing consultations e.g. the White Paper review of Fire and Rescue Services.

It was noted that the Governance Statement had been considered by the Overview and Scrutiny Committee. Speaking as Chair of that Committee, Councillor Kindersley welcomed the report.

A Member asked if there was any scenario whereby the government could stop the current project to relocate Huntingdon Fire Station and Training Centre. The Deputy Chief Executive confirmed that the contract could not be stopped, as legal agreements had been entered into, and the finances had been committed.

It was resolved to:

approve the Annual Governance Statement, as set out at Appendix 1 to the report, for external publication.

15. Proposed changes to Fire Authority Constitutional documents

The Fire Authority considered a report proposing changes to key constitutional documents, namely the Terms of Reference of Committees, a Statement of Delegated Responsibilities and the Standing Orders as to Meetings. The report also proposed that the remaining constitutional documents would be presented to the Fire Authority's February meeting. It was noted that there had been consultation and Member involvement prior to the meeting.

Presenting the report, the Monitoring Officer outlined the key drivers for the changes set out in the documents being considered.

In terms of delegations to the Chief Fire Officer, this was driven by the emerging national landscape, with the government and Home Office attempting to ensure operational independence for Chief Fire Officers.

The second driver related to the Standing Orders. As the political balance of the Fire Authority had changed, there had been a couple of meetings where numbers had been so close that the progress of the meetings had been frustrated as the Standing Orders lacked mechanisms to deal with this kind of situation. To address this, there were a number of changes which took the changed political balance into account and offered solutions to potential issues, thus ensuring all meetings could be effective. There were other minor changes, reflecting the latest best practice, ensuring that the governance framework was fit for purpose.

The overview document set out the purpose of the Fire Authority, and had been prepared in response to comments made following two consultation meetings with Members as well as an invitation to discuss any concerns over a period of weeks. It was noted that there were some inconsistencies in the Member information, especially in the photos, but these would be addressed prior to publication. A Member suggested that the document could include links to the Annual Report and other key documents,

setting out recent activities within the Service, and that these links should be kept updated. Action required.

Commenting on the suite of documents, Councillor Reynolds advised that the Conservative Group was disappointed that so much time and resource had been invested in what they regarded as such a low priority matter, given the challenges that the Fire Authority was facing. He pointed out that governance change was on the horizon nationally, and there was a risk that this work would need to be repeated. For these reasons, the Conservative Group did not feel able to support the suite of documents and would be abstaining from the vote.

A Member welcomed the revised Constitutional documents, as the existing documents had not been updated since 2015/16 and were totally outdated. Another Member supported these comments and noted that lack of clarity on a number of issues had led to issues at recent meetings.

The Monitoring Officer highlighted the main changes in the Terms of Reference of Committees. Currently, the Fire Authority appointed the Assistant Chief Fire Officer. The report proposed that whilst the Fire Authority continued to appoint the CFO, but again in line with the requirement that he has operational independence, the CFO in turn appoints the Chief Officer Group team. The Chief Fire Officer advised that this change was based on his recommendation, and he would ultimately be accountable for those decisions.

The second major change was the role of the Fire Authority in appeals. All staff currently had the right of appeal to a Committee of the Fire Authority. This was quite unusual, as for other public sector organisations, this was the responsibility of the senior officer team, and it was seen as appropriate for operational control to rest with the Chief Fire Officer. This was a material change which would necessitate consultation with representative bodies.

A number of other minor changes were noted, including:

- A change of wording from “Discipline Committee” to “Disciplinary and Grievance Committee”, and clarification of remit of that body, and the requirement for training;
- Policy Steering Group to be removed, as it had not met for a number of years, and its work was now covered by regular Member seminars.

The “Statement of Delegated Responsibilities” had been renamed “Scheme of Delegation”, and included urgency powers of Chairs, which had previously been understood but not formalised. The scheme of Delegation also absorbed the role of Treasurer within the Deputy Chief Executive’s role. The financial limits in this document had not changed but the procurement language had been modified to reflect current usage.

The changes to the Standing Orders included:

- gender neutral terminology e.g. “Chair”;
- the Chair would remain as Chair until their successor was appointed, with the existing Chair presiding over the election of Chair process at the Annual General Meeting. This was a positive step, providing continuity.

- in the case of a tied vote, the Chair had a casting vote. This was standard practice in the public sector. Alternatives had been explored but were not considered to be democratic e.g. the flip of a coin;
- Committee Chairs would be agreed at the Annual General Meeting, so that all 17 Fire Authority Members were party to those decisions;
- clarifications on the issue of recorded votes;
- changes to the process for monitoring Member attendance. Members were appointed by the two principal Councils, rather than being directly elected onto the Fire Authority, so it was seen as appropriate for any attendance issues to be taken by the principal authorities;
- some nominal changes to the Members' Allowance Scheme, which would be brought back to the next meeting of the Fire Authority.

Arising from the report:

- a Member asked what Member Allowances were based on, and whether this was subject to national guidance. The Monitoring Officer explained that local authorities determine Member Allowances through Independent Review Panels. Historically, the Fire Authority had 'piggybacked' on the County Council's Independent Review Panel, but there was a case for the Fire Authority to have its own Independent Review Panel in future, looking specifically at benchmarking against other Fire Authorities, local circumstances, etc. The Monitoring Officer agreed that it would be helpful to have more detail about the Independent Review process and agreed to update the document accordingly. **Action required.** The Chair stressed that the Fire Authority was not looking to increase Member Allowances;
- in response to a Member question, it was confirmed that if the outgoing Chair was no longer a Councillor, the Vice Chair would need to preside over the election of Chair item at the Annual General Meeting. It was noted that it was a fundamental qualification for Fire Authority Members to be Councillors of one of the two principal authorities.

The Chair thanked the Monitoring Officer and all those involved in developing the suite of Constitutional documents, and to Members for their input on these issues.

It was resolved, by a majority, to:

- a. consider and approve the document entitled Overview of Cambridgeshire and Peterborough Fire Authority at Appendix 1, to become part of the Fire Authority's Constitutional documents,
- b. provide views and comments on Appendices 3 and 5, namely the proposed changes to the Terms of Reference and Scheme of Delegation,
- c. authorise the Chief Fire Officer to consult with the representative bodies on Appendices 3 and 5 and to report the consultation findings to the next meeting of the Authority,

- d. receive a further report from the Monitoring Officer at its next meeting on 10 February 2022 to include any proposed changes to Appendices 3 and 5 following the above mentioned consultation,
- e. approve changes to Appendix 6, namely Standing Orders as to Meetings,
- f. approve the wording changes to the Members' Allowances Scheme,
- g. receive a report on 10 February 2022 from the Monitoring Officer on the remaining Constitutional documents, namely the Code of Corporate Governance, the Members Code of Conduct, the Member-Officer Protocol and the Members' Allowances Scheme.

16. Firefighter Pensions Update

Members considered a report on the latest position relating to immediate detriment and the Firefighters Pension Scheme (FPS), including a change to the recommended position.

The Deputy Chief Executive explained that this was ongoing issue. Transitional arrangements were in place, but these arrangements had been challenged. A Tribunal decision in 2018 had deemed that these transitional changes were not appropriate. Since that time, Officers had been waiting for guidance from the government on how to deal with these provisions for those people who had retired. It was an extremely complicated issue, as there were a number of calculations to be made e.g. tax benefits for pension deductions, different contribution rates that needed to be retrospectively applied, etc. Partly due to the complexity, the decision had been taken to wait until there was proper guidance from government.

The situation had recently moved on, and there was now an agreement between the Local Government Association (LGA) and the Fire Brigades Union (FBU) that if the Service proceeds to make these payments through the pension administrator, West Yorkshire Fire and Rescue Service, and it transpired that they were incorrect, there would be no challenge to CFRS.

A Member asked what would happen if a member of staff was paid too much, i.e. would the Service attempt to retrieve the overpaid amount. Officers advised that the Service had a duty to retrieve public money and whilst it was hoped this scenario would not occur, if a material mistake was made, attempts would be made to retrieve the amount albeit over the same time period the overpayments had been made.

It was resolved unanimously to:

- 1. note the latest position with regards to immediate detriment;
- 2. approve the Fire and Rescue Authorities (FRA) Scheme Managers revised approach to immediate detriment (Paragraph 4.9 of the report).

17. National Fire Chiefs Council (NFCC) Core Code of Ethics for Fire and Rescue Services – Revised Code of Conduct for Employees

The Fire Authority considered an update on the launch of the NFCC's Core Code of Ethics for Fire and Rescue Services ('Core Code') and the gap analysis work of the Core Code undertaken against the Authority's existing relevant policies and corporate documents. A draft revised Code of Conduct for Employees was also presented which ensured explicit reference and alignment to the principles of the NFCC's Core Code.

The Chief Fire Officer explained that Sir Tom Windsor had recommended in his "State of Fire" report that there should be a Core Code of Ethics. The Service's codes had been built up over years, through Values and Behaviours, in collaboration with staff, so on an organisational level, the Service was well placed. A gap analysis against existing corporate policies and documents, behavioural frameworks, values and cultural approaches had been carried out, to ascertain whether there were any significant gaps within current documents. The conclusion was that there were no significant gaps but a small number of opportunities to enhance current policies and documents were noted.

Arising from the report:

- A Member commented that this was an intelligent approach to ensuring that the Core Code of Ethics matched existing agreements, and therefore staff buy-in;
- It was noted that Staff Values were displayed all around Service properties;
- Noting comments in early items that a number of senior operational staff had moved on to other organisation, a Member stressed the importance of having positive role models within the Service.

It was resolved unanimously to:

- a. note the contents of this report and of the gap analysis undertaken (Appendix 1 of the report);
- b. endorse the implementation by the Chief Fire Officer of the revisions made to the Code of Conduct for Employees, which ensures explicit reference and alignment to the NFCC's Core Code.

18. Equality and Inclusion Compliance Report 2020-21

Members considered a report which set out progress with equality and inclusion in the year 2020/21, including the gender pay gap as at March 2021. The purpose of the annual Equality and Inclusion Compliance Report was to ensure the Authority met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017. As with previous reports, it was noted that the period covered was all during the pandemic.

Members noted:

- CFRS had one of the highest number of female employees compared to peer Services, and 61 of those women were in management roles. CFRS also had its first female Group Commander;
- no female colleagues who were on or had been on Maternity Leave during the period covered had left the Service;

- a series of listening sessions had been held following the death of George Floyd and the Black Lives Matter movement, to better understand the impact on colleagues and how the Service could further engage and support ethnic minority colleagues going forward;
- recruitment and promotion processes continue to be reviewed to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service. Examples were given of some of the positive changes that had been introduced;
- Fire Safety Business Seminars had been carried out online as a result of the pandemic.

Arising from the report, a Member commented favourably on the Firebreak programme, but noted that the reference to the Healthy School website should be updated to “Healthy Schools Cambridgeshire and Peterborough website”. She also advised that she had struggled to find details of the “Firebreak One” course on that website, and it was agreed that a link would be provided.¹

The Chief Fire Officer commented that with regard to Firebreak, the programme had received a glowing endorsement from a local teacher, in terms of the improvements he had witnessed from pupils who had undertaken the programme, who were potentially going in the wrong direction. The programme clearly had a significant and lasting impact, and was very well received. He confirmed that there was a charge levied for the course, but only enough to cover costs.

A Member noted the reduction in disciplinary cases, from five in 2019/20, to none in 2020/21, which was very encouraging.

Speaking as Overview & Scrutiny Committee Chair, Councillor Kindersley commended the report, and asked Officers to give some thought to what they would like to see in next year’s report, i.e. any areas which could be improved further.

It was resolved unanimously to:

agree the content of the report (Appendix 1 to the report) or request any changes as deemed necessary. Once content is approved, the final design work and incorporation of appropriate images will be undertaken before publication.

19. Revenue and Capital Budget Monitoring Report 2021-22

The Fire Authority considered an update on revenue and capital spending as at 30 September 2021.

The budget for full-time firefighters was showing an overspend at present, including the pay award agreed with the Fire Brigades Union of 1.5%, which was applied from July 2021. The budget was being closely monitored and this overspend was expected to level off through the financial year. The Service had introduced control measures to monitor and manage overtime along with robust modelling of future recruitment to ensure control was exercised over this budget, whilst maintaining crewing levels at an

¹ [Resources Archive - Healthy Schools \(healthyschools.org.uk\)](https://healthyschools.org.uk/)

appropriate level. In the short-term, the remaining operational reserve would be used this financial year to fund the overspend.

The supplies and services budget was showing an underspend, owing to the expenditure against specific ICT contracts that tend to be incurred later in the financial year. This budget was expected to be on target by the end of the financial year.

A Member queried the £34,176 variance on Fire Allowances. It was noted that this related to senior operational officers responding to the most serious incidents. The overspend in this area mainly related to needing to maintain operational structure during high levels of sickness.

In response to a question on the “*significant retrospective refund*” following the Business Rates review, it was noted that a one-off figure of around £200,000 was expected. Officers paid tribute to Maurice Moore, who had been tenacious in pursuing this full review as part of his property role.

It was resolved to:

note the position on revenue and capital spending.

20. Relocation of Huntingdon Fire Station and Training Centre

The Fire Authority received an update on the relocation of the current community fire station and training centre site based in Huntingdon to a new site at St Johns Business Park, also in Huntingdon. The report also provided an update on progressing the sale of the current site.

The Fire Authority had previously approved an increase to the overall project budget, for additional costs relating to enhanced training facilities, sprinkler system and drainage works. Those additional costs were forecast to increase the budget to £10.71M, but the final contract sum approved was £10.88M. The additional cost related to further attenuation for car park drainage, generator costs and additional windows and cladding to satisfy planning conditions.

It was envisaged that further advice would be received on the development of the current Huntingdon site in January 2022, which would in turn give an indication on likely value.

It was resolved to note the progress made against the project to date.

21. Dates of Fire Authority meetings 2022-23

Members received a report proposing a schedule of Fire Authority meeting dates for 2022/23.

In response to a Member question, it was confirmed that dates were needed for Policy and Resources Committee in both December 2022 and January 2023, to consider the proposed budget both pre- and post-consultation.

It was resolved unanimously to agree the schedule of meetings for 2022/23.

Appendix – Chair’s announcements

ANNUAL EXCELLENCE AWARDS CEREMONY

In late September, at the Marriott Hotel in Huntingdon, around 100 guests celebrated the achievements of staff from across different areas of the organisation, highlighting outstanding accomplishments during the coronavirus pandemic and the commitment, dedication and professionalism of staff regularly going above and beyond to provide the best possible service to the people of Cambridgeshire.

Although I was only able to join the celebrations virtually, I would like to thank Councillor Jamil for attending in person on behalf of myself and the Authority and the senior management team for hosting such a successful event.

It is very important to the Authority and myself that we are able to recognise the achievements of our staff from across all the different areas of the Service. The passion, enthusiasm and professionalism shown by the winners, as well as the years of commitment shown by those receiving long service awards, is really inspiring. It shows me how devoted our staff and their families who support them are to providing a great public service.

CELEBRATING TEN YEARS OF COMBINED FIRE CONTROL

Members may be aware that last month the Service marked the tenth anniversary since the country’s first combined fire control launched; our very own combined fire control!

On 25 October 2011, the 999 call functions for Cambridgeshire and Suffolk fire and rescue services joined together to form the first collaboration of its kind, taking calls for both counties. Since coming together, call handlers have taken more than 177,000 emergency calls and sent around 178,000 fire engines to incidents.

Both Chief Fire Officers (Chris Strickland and Dan Fearn) have been very public about how incredibly proud they are of the 40 call handlers that work within the Huntingdon based facility recognising the calm, professional and often life-saving advice they give to the residents of both counties in their time of need whilst mobilising the appropriate assets to deal with the emergency. I would like to add, on behalf of the Authority, my own appreciation of the work done and continuing to be done 24/7 by the watches.

The project has clearly demonstrated what can be achieved in terms of collaboration and efficiency. By joining forces, this collaboration alone has saved each fire service over £4m over the last decade and the innovative approach has led the way for other services around the country to merge their own control functions.

FIREBREAK - UPDATE

I am delighted to report that after 20 months, September saw the return of FireBreak.

For those not familiar with the term, FireBreak is a funded one week course for 12 individuals that can be tailored to support the needs of those attending. It is an intensive intervention based on four principles; resilience, healthy relationships, efficacy and aspirations. It provides a positive alternative learning setting for young people and is carried out within the structured and disciplined environment of the Service on an operational fire station, combining classroom based learning with practical activity. It offers a unique opportunity for participants to engage

with operational firefighters who, as positive role models, are given additional training to become FireBreak instructors. The course culminates at the end of the week with a pass out parade where participants demonstrate their practical achievements and are awarded their certification in front of invited guests and dignitaries*.

At present the Service is running one course every three weeks to catch up following its absence whilst it wasn't safe to continue during the pandemic last year. The latest pass out parade was held on 22 October at March Fire Station and Officers attending reported how it never fails to impress them what young adults can achieve given the right environment and support.

I am really proud that CFRS can provide this scheme and would urge all Members to become familiar with it and support it wherever possible.

** FireBreak costs approximately £4500 per course and includes food (breakfast and lunch), specialist instruction, a year's support afterwards encouraging community engagement and two AQA awards in First Aid: Basic Life Support and Cardio Pulmonary Resuscitation (CPR) and Firefighting Skills and Active Citizenship. This is normally self-funded through schools or grant funding that can be available through other partners.*

Another initiative that has returned recently is

BIKER DOWN

Again, after almost two years, the Service has been able to restart its 'Biker Down' road safety information sessions. These expertly delivered sessions provide motorcyclists with essential information for what to do if they come across an accident involving another rider, including 'First Person on Scene' first aid training and general road craft. Again, I am proud that the Service can offer this potentially life-saving advice to the communities of Cambridgeshire.

Finally, I would like to briefly mention

ST JOHN'S PARK, HUNTINGDON

Early last month, the ground was broken on the multi-million pound project to build a modern, purpose-built training centre and new community fire station at St John's Park, north of Huntingdon by the Chief Fire Officer, myself and key colleagues involved with the project from the Service and contractors Artisan.

Members will know that we have been seeking to improve our operational training for many years and it's fantastic to see work begin on this development. The facility will offer effective, reliable and realistic training for all operational staff, as well as giving much needed capacity to enable the Service to train more firefighters more often than the current site allows.

We will have an opportunity to discuss the project in more detail at agenda item 12.

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: 10 February 2022

DRAFT FIRE AUTHORITY BUDGET 2022/23 AND MEDIUM TERM FINANCIAL STRATEGY 2022 to 2028

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority budget and precept for 2022/23 and medium term financial strategy for 2022 to 2028.

2. Recommendations

- 2.1 The Fire Authority is asked to;
- approve the budget book attached at Appendix 1 including the recommendations detailed on Page 22,
 - approve the medium term financial strategy at Appendix 2.

3. Risk Assessment

- 3.1 **Economic** – the major risk is focussed around pay inflation and the potential to have to make cuts to the Service to balance the budget if this significantly exceeds current assumptions.

4. Background

- 4.1 The Service received its draft settlement for 2022/23 in December 2021. The summarised draft Authority budget was presented to the Policy and Resources Committee in the same month, seeking approval to consult with the public for a precept increase of 2%.
- 4.2 A consultation process on the proposed council tax increase was live at the time of writing; feedback from this process will be presented orally to the Authority meeting.
- 4.3 Following the Policy and Resources Committee meeting in December 2021, the draft budget was presented to the same Committee at its meeting in late January 2022. There was significant challenge and scrutiny from Members at this meeting, culminating with a majority vote supporting the proposed

increase in precept for 2022 and endorsing the budget for presentation to the wider Fire Authority.

5. Budget Considerations

- 5.1 The budget has been built to include an assumed 2% pay award, as well as significant inflationary pressures on fuel and energy.
- 5.2 The detailed budget build, included on pages 25 and 26 of the budget book, provides a line by line breakdown of the proposed budget, showing the current year budget and the proposed 2022/23 budget.
- 5.3 Attached at pages 23 and 24 of the budget book are the detailed capital budgets for 2022/23.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Budget Preparation Papers 2022/23	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2022 to 2028

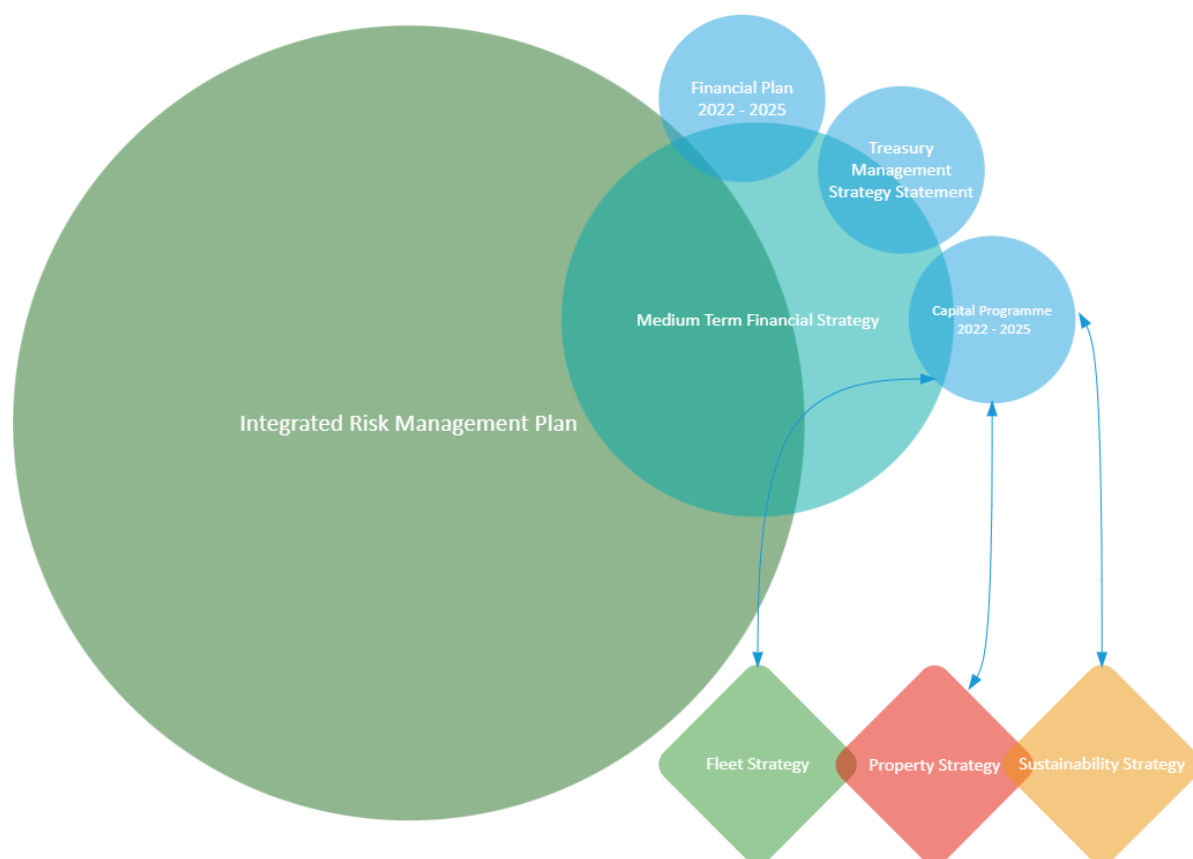
1. Introduction

1.1 The Need for a Financial Strategy

- 1.1.1 The financial environment in which the Authority operates continues to be challenging. The Authority may be faced with some difficult decisions as the impact of the next Comprehensive Spending Review (CSR) is properly understood. The Authority will need to prepare in advance of the next CSR to ensure it can respond if further cuts to budget are required.
- 1.1.2 The uncertainty around future funding arrangements beyond 2022, along with council tax capping limits and potential Authority decisions around referendum, all require the Authority to take proactive steps to control its own destiny to mitigate against the threat of having to react to external events.

1.2 Background

- 1.2.1 In developing a financial strategy the Authority must consider the factors that may influence the future needs and plans of the Service. The diagram below provides a picture of how different plans and strategies influence the financial strategy.



- 1.2.2 Government continues to make assumptions and offer guidance around council tax capping limits where they assume they will be increased in line with inflation. This strategy estimates that increases in council tax will be approved by the Authority. However it is important to highlight that a 1% increase in council tax will broadly cover a 1% increase in employee costs. If council tax is set below employee inflation, then budget savings will be required to balance the budget.
- 1.2.3 The Integrated Risk Management Plan (IRMP) is the Service's overarching strategic plan that sets out the aims and objectives for the future. The financial strategy must consider and support the delivery of these aims and actions. Any future CSR programme will continue to focus on the most appropriate options for the Service to mitigate against the impact of potential future reductions in Government funding and constraints on council tax.
- 1.2.4 Revenue expenditure has been within budget each year for the last four years; this confirms the ability of the Authority to control expenditure. Considerable time and effort is spent ensuring that budget holders challenge current expenditure levels and project budgets are fully understood and funding allocated before any commitment is made.
- 1.2.5 The Authority holds reserves that are adequate to respond to the risks it currently faces. Part of this strategy is linked to considering the level of reserves the Authority holds in the medium term. However it should also be noted that these reserves can only be used once and cannot fill an ongoing budget gap.

1.3 The Economy

- 1.3.1 This strategy assumes that the economy will continue to grow in the medium term, with inflation in line with the Bank of England target. However it should be highlighted that there is increasing pressure on pay awards to be greater from the relevant bodies and the Authority will need to be aware of the impact a sudden upward pressure on pay rates will have. Interest rates will remain low in the short term, with increases expected in the medium term.

1.4 External Factors

- 1.4.1 The county population continues to grow and the strategy must recognise and allow for pressures and potential opportunities.

2. Financial Forecast

- 2.1 The five year financial forecast, included at Appendix 1, takes the Authority beyond the end of the current CSR period. The figures contained within the forecast are subject to significant external factors with earlier years being more certain based upon current known net expenditure and timing of specific events. Estimates beyond the current CSR period are highly speculative and will need to be further refined as we move forward.

- 2.2 The tax base assumes an increase of approximately 1.95% for next financial year, as the economy and tax base recovers from the pandemic. It is then forecast to grow by 1% per annum thereafter.
- 2.3 The Government continues to be committed to the localism agenda but also provides clear guidance around council tax increases. A council tax referendum will be required for authorities where a 'reasonable' increase is not set. The term 'reasonable' is now defined by the Secretary of State who provides council tax capping limits. Currently the limit is suggested as 2% for Fire Authority's unless their band D equivalent is within the bottom quartile of Authority's, where it can be set at up to £5. Cambridgeshire currently sits just outside of the bottom quartile. The long term strategy will work within these parameters, unless the Authority specifically approves a revision.
- 2.4 Inflation is an area of significant risk in the short term owing to the ongoing economic uncertainty. Inflation is based upon Treasury projections, except for pay inflation which has been set at 2%. It is worth highlighting that pay negotiations between the Fire Brigades Union and the National Joint Council do not commence until after the budget has been set, so there is a risk that an award will not be in line with that budgeted. All fuel and general inflation is monitored and updated annually based upon latest information.
- 2.5 Increase costs of pensions and incremental uplift on professional support staff are the predominant factors for the remaining cost pressures. No turnover allowance for staffing is included within the budget preparation figures to date. If funding varies significantly from that estimated, then an allowance for turnover could be utilised.
- 2.6 Saving figures are also shown in Appendix 1. The saving figures to 31 March 2023 are indicative at this stage and will be confirmed prior to the formal setting of the budget. In addition, should funding be significantly different from that forecast then these figures will need revisiting.

3. Preparing for the Comprehensive Spending Review

- 3.1 The Service has been preparing for the potential challenges that the CSR may present. The professional support service has been subject to rigorous challenge, with each group providing scenarios for savings, highlighting the impact on service delivery for each scenario.
- 3.2 Operational scenarios are now being robustly analysed so we best understand the impact changes will have on the operational response model of the Service. Similarly to the professional support scenarios, the focus on operational delivery will highlight savings and impact on service delivery.
- 3.3 The CSR work will also focus on where we might use savings from a specific area to improve the Service elsewhere as well as how we would use additional funding. This significant piece of planning work will feed into the IRMP and Financial Strategy and Plan 2023/24 and beyond.

4. The Medium Term Financial Strategy

4.1 Revenue Provision

- 4.1.1 The priorities of the Authority are laid out in the IRMP and Business Development Programme. Whilst the Authority will seek to accommodate additional requirements, these will be considered against the backdrop of the CSR. A project will only progress where there is a tangible benefit and funding exists.
- 4.1.2 The Authority's revenue expenditure plans will be published each year in the Authority's budget book, which will be prepared in association with the IRMP and Business Development Programme and will seek to ensure resources are allocated appropriately. Where there is competition for resources, those areas of the Service directly contributing to the purpose of the Authority will take priority, unless there are any overriding factors such as a legal imperative.
- 4.1.3 Significant planning has started on potential revenue savings, should the Service be impacted in the short to medium term by funding pressures and restrictions on funding. As detailed in Paragraph 3 above, the Service has already been through a process to identify savings within the professional support service, highlighting the impact on service delivery. In addition, a review of operational resources has commenced with findings and recommendations expected by the end of 2022.

4.2 Capital Programme

- 4.2.1 The Capital Programme will be reviewed annually by the Policy and Resources Committee and published in February alongside projected schemes for a further three years. A summarised programme is attached at Appendix 2.
- 4.2.2 The Authority will seek to identify capital requirements in sufficient time to ensure that its assets are always adequate to support our needs, can be adequately resourced and fully funded.
- 4.2.3 Prior to approving capital schemes, whole life cost details must be considered and how the scheme fits with the Capital Programme and Asset Management Plan.
- 4.2.4 The Service has commenced a piece of work looking at sustainability and how it can achieve a position of net zero. This work will significantly impact on how we use our buildings and fleet in the medium term. It is likely that investment will be required to enable us to fulfil the ultimate aim of achieving net zero. A detailed strategy and action plan is to be presented to the Authority, alongside the final budget (at the meeting in February 2022).

4.3 Funding

- 4.3.1 The Authority's projected net expenditure is funded from Government grant and council tax.
- 4.3.2 The Government grant is determined by the allocation of a fixed sum across all local authorities.
- 4.3.3 The Authority will continue to monitor the Government's approach to the spending review and the impact of any future change.
- 4.3.4 The level of council tax will be determined each year after considering the short term financial position and an assessment of the long term outlook. The Authority will try to ensure that the level of council tax is sufficient to provide an appropriate level of service without causing the local taxpayer any undue hardship.
- 4.3.5 The strategy to keep council tax at or below 2% will incorporate the utilisation of general reserves whilst factoring in current acceptable increases. If funding significantly changes as a result of the formula review or unforeseen events cause the general reserve to dip below a perceived prudent level, then the impact on increasing this fund to local council taxpayers will not be more than 0.1% per annum.

4.4 Financial Contingency Planning

- 4.4.1 The Authority holds a general reserve to provide contingency against unforeseen events such as a higher than usual level of operational activity or period of industrial action. This reserve may also be used to fund short term delays in realising ongoing budget cuts.
- 4.4.2 Earmarked reserves are created to provide a contingency against foreseeable events that have a reasonable degree of likelihood but where timing is uncertain. The major reserves held by the Authority relate to operational firefighter recruitment to maintain establishment, ill health pension payments and future property development and enhancements.
- 4.4.3 The Authority will insure against relevant risks, taking into account the size of premiums and previous claims experience.
- 4.4.4 The level of working balances will be maintained at a level that provides the Authority's Treasurer with an adequate safeguard against the risk of cash flow interruptions.
- 4.4.5 The Reserve Schedule is attached at Appendix 3, along with a medium term projection.

	Estimate 2022/23		Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
Inflation	563	1.8%	625	647	667	689	710
LGE Staff	154						
Control Room Staff	60						
Firefighters	7		0				
Operational Activity	5		0				
Insurances	0						
Capital Charges	95		207	187	261	0	0
Other	-192		115	0	0	0	0
Budget Variations	129	0.4%	322	187	261	0	0
Service Pressures/Efficiency Savings							
Budget Holder Savings	-148	-0.5%	171	169	144	400	427
Service Pressures/Efficiency Savings	-148	-0.5%	171	169	144	400	427
Budget Requirement	31,226	1.8%	32,344	33,347	34,419	35,508	36,645
Less:							
Settlement Amendments							
RSG	-2,897		-2,897	-2,897	-2,897	-2,897	-2,897
Transfer to Special Grant re localisation Reserve							
Developer Revenue Grant Contributions							
NNDR Related Grant (Top Up Grant)	-2,335		-2,335	-2,335	-2,335	-2,335	-2,335
National Non-domestic Rates	-3,780		-3,780	-3,780	-3,780	-3,780	-3,780
Transfer from reserves	0		0	0	0	0	0
Fire Authority Precept	22,214		23,332	24,335	25,407	26,496	27,633
Tax Base	296,307		301,295	305,686	310,331	313,434	316,568
Band D Tax	£74.97		£77.44	£79.61	£81.87	£84.53	£87.29
Year on Year Increase	2.0%		3.3%	2.8%	2.8%	3.2%	3.3%

MEDIUM TERM CAPITAL PROGRAMME 2022/23 TO 2025/26

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
CAPITAL EXPENDITURE				
Vehicle Replacement Programme	1,655	1,602	1,715	1,607
Equipment	269	227	201	214
Property Maintenance & Land	4,220	1,220	1,220	50
IT & Communications	775	350	350	350
TOTAL EXPENDITURE	6,919	3,399	3,486	2,221
FINANCED BY:				
Loan	3,019	2,741	2,511	1,341
Capital Receipts	543	406	608	523
Revenue Contribution to Capital Outlay (RCCO)	357	252	367	357
Transfer from Reserves	3,000	0	0	0
Capital Grants	0	0	0	0
TOTAL RESOURCES	6,919	3,399	3,486	2,221

	2020/21	2021/22	2022/23	2023/24	2024/25	Narrative
	£'000	£'000	£'000	£'000	£'000	
Estimated Reserves at Start of Financial Year	11,535	10,856	4,023	2,123	3,423	
Property Development Reserve	8,350	8,350	2,398	898	2,398	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. A decision on Planning is expected imminently (before end of January 2021) on the proposed Training Centre and Fire Station at St John's in Huntingdon. This reserve will be used to finance the build and then partly re-imbursed through the sale of land at St Ives and Huntingdon.
Capital Financing Property Improvements	-	5,952	3,000	1,500		
General Reserve	2,098	1,383	502	502	502	
Capital Financing	- 715	- 881				
Underspends						
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	400	400	200	-		The Service has been over-established for Firefighters during 2021/22 and this reserve will be used to cover any overspend in the short-term.
Pension Reserve	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	10,856	4,023	2,123	3,423	2,900	
General Reserves at Year end	1,383	502	502	502	502	
Earmarked Reserves at year end	9,473	3,521	1,621	2,921	2,398	



CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY

BUDGET BOOK 2022/23



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Budget Overview

Funding for 2022/23

The comprehensive spending review (CSR) was scheduled to be announced in the Autumn of 2021, with an expectation that there would be a clear indication of the amount of government funding that would be received by the Authority for the next 3 financial years.

However, owing to the on-going economic uncertainty, the CSR has again been delayed. An announcement, along with a possible review of the Governments funding formula, is now expected in the Autumn of 2022.

Revenue Support Grant

The Revenue Support Grant has been increased by £0.086million, over that received in 2021/22. This is a one year settlement. Funding has been assumed to stay flat in the medium term.

Localised Business Rates

The Authority continues to participate in a local pooling arrangement with a number of local Authority's within Cambridgeshire, including Peterborough. The purpose of this arrangement means that participants benefit from local increases in business rates income, whilst having baseline protection should it fall. This Authority has seen small financial benefits resulting from this initiative over the last 2 financial years.

Other Grants

In addition to the core grants, the Service receives specific grant income. These include grants for additional Pension liability, on-going Airwave cost and funding for the cost of the Employer's National Insurance increase. These grants are all temporary and are reviewed annually by Government.

What does it mean?

In summary the Authority will receive a total core grant, including Business Rates Contributions, of £9.013m.

The Revenue Support Grant and Business Rate Contributions and grants represent £6.429m of this total.





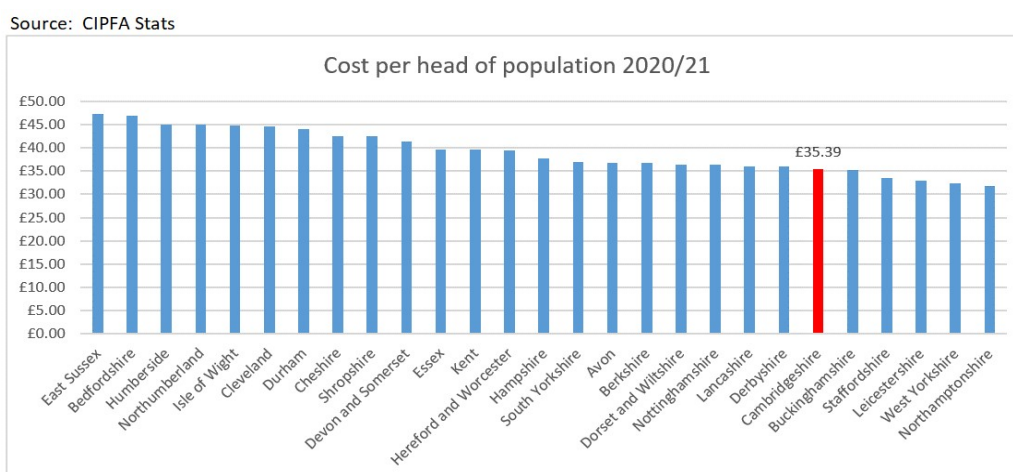
Impact of Covid-19 on Funding

The Pandemic caused significant uncertainty around future funding specifically with regard to Council Tax collection rates and Business Rates. Government sought to mitigate the impact of lost Council Tax revenue on all public bodies by providing a special grant that can be used to reduce the impact over a 3 year period. The 2020/2021 deficit in Council Tax revenue is being spread over 3 years by the Councils with the support of government. Additional COVID support grants received during 2021/22 amount to £902k, this has been used to cover the additional cleaning and staff costs.

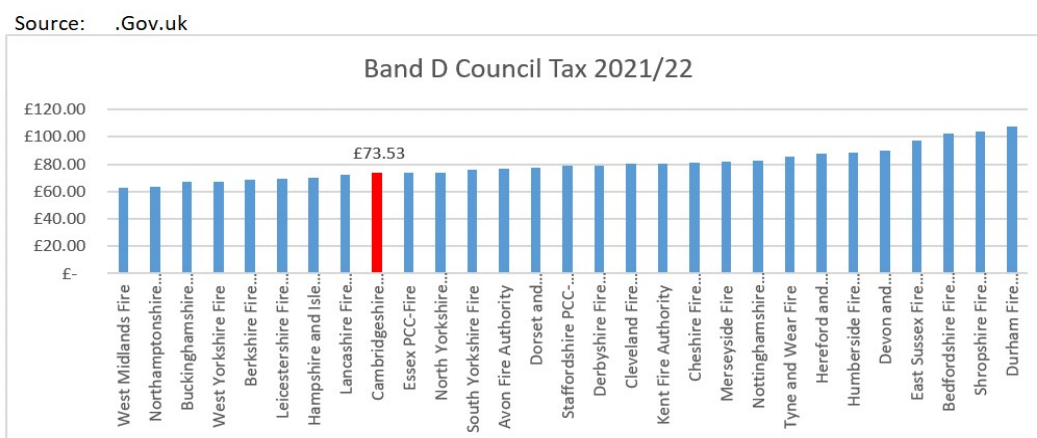
National Context

For context, the following two graphs present how Cambridgeshire compares to other precepting Fire Authorities in England.

Graph 1 - Cost per Head of Population



Graph 2 - Band D Council Tax





The Budget Build-up: Revenue Expenditure

The budget is built using the input of each budget holder; each budget is reviewed and amended at specific budget holder and finance meetings. The information from each group is then consolidated into the final budget.

The budget has been prepared for the medium term after making a number of assumptions, which are:

- A 2% increase in Council Tax for 2022/23;
- Non-pay inflation will be 2%

The detailed medium term estimates for the next three financial years, as shown on page 6, include assumptions on the Comprehensive Spending Review.

Summary of Revenue Expenditure

2021/22 Budget £000		2022/23 Budget £000
	Expenditure	
26,002	Employees	26,721
1,618	Premises	1,508
4,677	Supplies and Services	5,078
489	Transport	519
154	Agency Costs	155
956	Capital Financing	771
33,896	Total Expenditure	34,752
-3,213	Income	-3,526
30,683	Net Expenditure	31,226

Attached at Appendix 2 is a detailed expenditure forecast.





Inflation

The anticipated costs of inflation between 2021/22 and 2022/23 are £563k an average of 1.8%.

A pay award of 1.5% was paid to Fire Fighters in July 2021 and a pay award for Support staff is expected to be 1.75% for 2021/22. This unbudgeted pressure has been financed from reserves and underspends in 2021/22.

Whilst a large part of the budget is like for like with previous years, after inflation has been applied there are a number of budgets where there are cost pressures. A major focus for the next financial year will be inflation. Whilst it has been budgeted at 2%, there is significant inflationary pressures across all sectors of the economy at this time. The budget will become under significant pressure if the current position does not start to reduce through the new financial year.

Financing the Budget

		£000	%
Adjusted budget	2021/22	30,683	
Inflation and Pressures		563	1.8%
Budget Variations		129	0.4%
Service pressure/efficiencies		-147	-0.5%
Budget Requirement 2022/23		31,228	
Less:			
Transfer from Reserves		-	
RSG & NNDR		-9,013	
Recommended Precept 2022/23		22,215	

The following table shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2022/23 to Forecast 2024/25



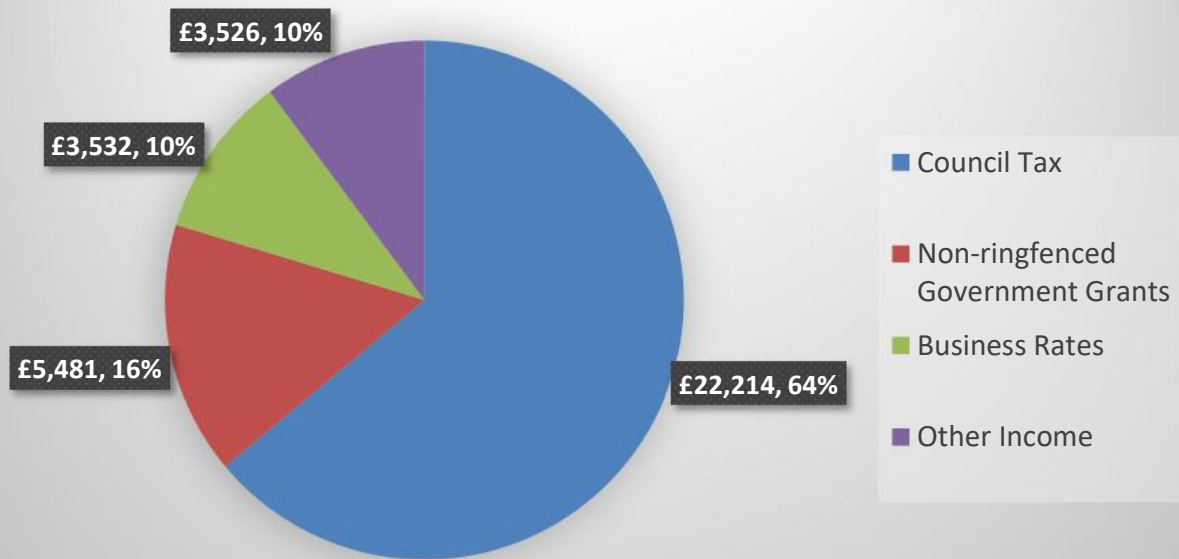


Budget Inflation, Pressures and Savings	Estimate	2022/23	Forecast	Forecast
	£'000	Incr. %	2023/24 £'000	2024/25 £'000
Budget (previous year)	30,682		31,227	32,229
Wholetime Firefighters Pay	198			
Retained Firefighters Pay	44			
Fire Control Pay	25			
Local Government Employees Pay (LGEs)	140			
Other Price inflation	156			
Inflation	563	1.8%	625	645
LGE Staff	154			
Control Room Staff	60			
Firefighters	7			
Operational Activity	5			
Insurances	0			
Capital Charges	95		207	187
Other	-192		-1	0
Budget Variations	129	0.4%	206	187
Service Pressures/Efficiency Savings				
Budget Holder Savings	-147	-0.5%	171	169
Budget Requirement	31,227	1.8%	32,229	33,230
Less:				
Settlement Amendments	-		-	-
RSG	-2,897		-2,897	-2,897
Transfer to Special Grant re localisation Reserve	-		-	-
Developer Revenue Grant Contributions	-		-	-
NNDR Related Grant (Top Up Grant)	-2,584		-2,584	-2,584
National Non-domestic Rates	-3,532		-3,532	-3,532
Transfer from reserves	-		-	-
Fire Authority Precept	22,214		23,216	24,217
Tax Base	296,307		301,363	305,819
Band D Tax	£ 74.97		£ 77.04	£ 79.19
Year on Year Increase	2.0%		2.8%	2.8%

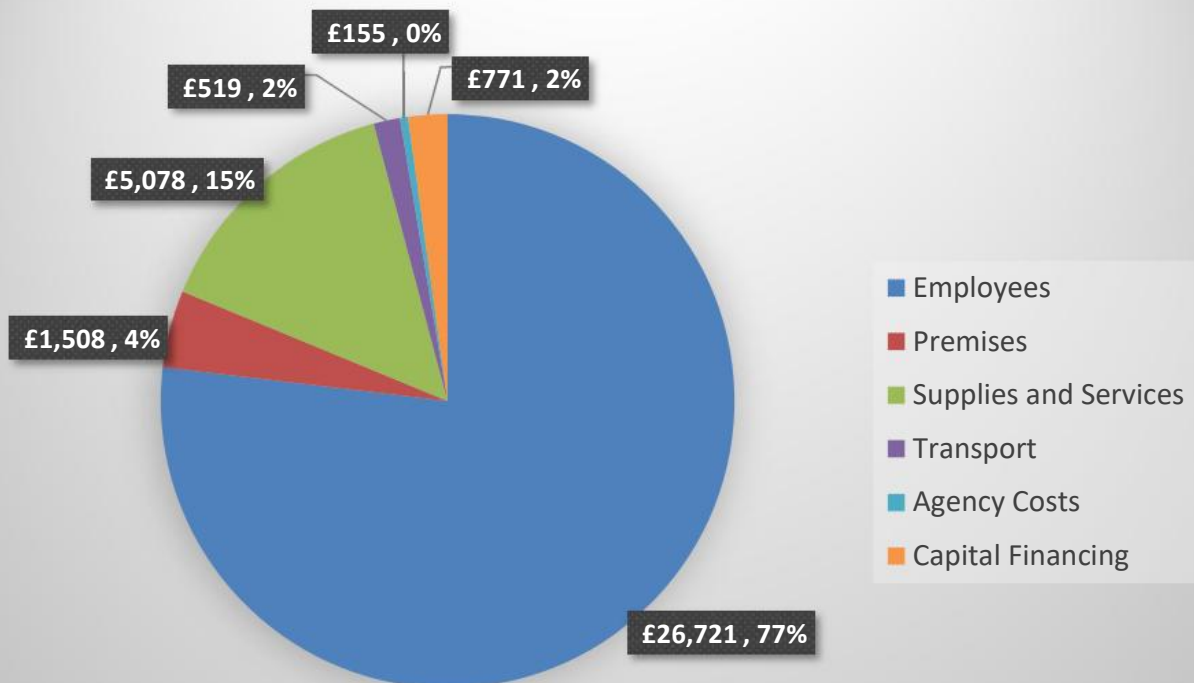




How we are funded (£'000)



How the funds are used (£'000)





The Budget Build-up: Capital Expenditure

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable.

The Capital Budget for 2022/23 amounts to £6.919m and is summarised in the table below, along with a schedule setting out the medium term capital programme for 2022/23 to 2025/26.

The Capital Programme has been prepared after considering the Authority's Asset Management Plan.

The revenue budget accounts for the financing costs of the schemes in 2022/23 and future years.

A summary of how the Capital Programme will be financed is also shown in the table.

MEDIUM TERM CAPITAL PROGRAMME 2022/23 TO 2025/26

(details - Appendix 1)	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000
CAPITAL EXPENDITURE				
Vehicle Replacement Programme	1,655	1,602	1,715	1,607
Equipment	269	227	201	214
Property Maintenance & Land	4,220	1,220	1,220	50
IT & Communications	775	350	350	350
TOTAL EXPENDITURE	6,919	3,399	3,486	2,221
FINANCED BY:				
Loan	3,019	2,741	2,511	1,341
Capital Receipts	543	406	608	523
Revenue Contribution to Capital Outlay	357	252	367	357
Transfer from Reserves	3,000	0	0	0
Capital Grants	0	0	0	0
TOTAL RESOURCES	6,919	3,399	3,486	2,221





Treasury Management Strategy Statement

The Local Government Act 2003 (The Act), supporting regulations and CLG Guidance require the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice, to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

CIPFA's Code of Practice on Treasury Management has been adopted by this Authority. This strategy statement has been prepared in accordance with the Code.

The Overview and Scrutiny Committee has responsibility to ensure the effective scrutiny of the Treasury Management Policy (TMP) and strategies and will be provided with update reports during the year. As a minimum a mid-year report will be presented.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; this sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The suggested strategy for 2022/23 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

- The current treasury position;
- Prospects for interest rates;
- Treasury limits in force which will limit the treasury risk and activities of the Authority including Prudential and Treasury Indicators;
- The borrowing strategy;
- The Minimum Revenue Provision;
- The investment strategy;
- The credit worthiness policy;
- Policy on the use of external service providers.





It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Authority to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This therefore means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure and;
- any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Authority for the foreseeable future.

It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Authority to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. The Authorised Limit represents the legislative limit specified in the act.

The Authority must have regard to the Prudential Code when setting the Authorised Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and in particular, that the impact upon its future Authority tax levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The authorised limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

The following Prudential and Treasury Indicators are relevant for the purposes of setting an integrated treasury management strategy.

	2022/23	2023/24	2024/25
	£m	£m	£m
Affordable borrowing limit			
Total budget excl. capital financing	30.456	31.361	32.063
Total budget inc. capital	31.227	32.229	33.23
Difference	0.771	0.868	1.167
 Band D impact	 £2.60	 £2.88	 £3.82
 Band D authority tax	 £74.97	 £ 77.04	 £ 79.19
Band D increase	£1.44	£ 2.07	£ 2.15





	2022/23	2023/24	2024/25
	£m	£m	£m
Capital financing requirement	11.38	13.78	16.049
Operational boundary	15.156	17.897	20.638
Authorised limit	16.656	19.397	22.138
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

Maturity Structure of new Fixed Rate borrowing in 2021/22:	Upper Limit	Lower Limit
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

The Authority's current portfolio position at 31/12/21 comprised:

	Source	Principal £m	Rate
Fixed rate funding	PWLB	1.700	4.25%
Fixed rate funding	PWLB	1.500	4.55%
Fixed rate funding	PWLB	2.500	1.89%
Gross Debt		5.700	
Total Investments		13.775	
Net Investment		8.075	

The anticipated borrowing requirements of the Authority are detailed below:

	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m
Net Borrowing	3,019	2,741	2,511	1,341
Alternative Financing	-	-	-	-
Replacement Borrowing	-	-	-	-
Total	3,019	2,741	2,511	1,341





Prospects for Interest Rates

The Authority has appointed Link Treasury Services Ltd, as treasury adviser to the Authority and part of their service is to assist the Authority to formulate a view on interest rates. The following gives the Sector central view.

Sector Bank Rate Forecasts for financial year ends (March)

- 2021/22	0.25%
- 2022/23	0.75%
- 2023/24	1.00%
- 2024/25	1.25%

PWLB maturity certainty rates year to date to 31st December 2021

Gilt yields and PWLB rates were on a falling trend between May and August. However, they rose sharply towards the end of September before falling again during quarter 3 until rising once more in the last ten days of the year.

The 50 year PWLB target certainty rate for new long-term borrowing started 2021/22 at 1.90%, rose to 2.00% in May, fell to 1.70% in August, returned to 2.00% at the end of September until falling to 1.90% in early November and then falling again to 1.50% in December.

Link Treasury Services Ltd's report quarter ending December 2021 stated that the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged until it raised it from 0.10% to 0.25% at the MPC meeting of 16th December 2021.





Borrowing Strategy

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt, as cash supporting the reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is high.

This Authority's total investments exceed gross debt with net investments of £8.075m. The general aim of this treasury management strategy is to reduce this total over the next three years, in order to reduce the credit risk incurred by holding investments.

Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money, once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations - the aim will be to minimize debt interest costs. The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

The Authority will not borrow more than or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds. Borrowing in advance of need will only be undertaken where there is a clear business case for doing so for the current capital programme or to finance future debt maturities.





Investment Policy

The Authority will have regard to the Department of Levelling Up, Housing and Communities regulation (DLUCH regulation) on Local Government Investments, (“The Guidance”) and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, (“the CIPFA TM Code”). The Authority’s investment priorities are:

- the security of capital;
- the liquidity of its investments.

The Authority will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Authority is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Authority will not engage in such activity.

Investment instruments used in the financial year will be selected in accordance with the Treasury Management Policy and advice from the Authority’s treasury advisors. Counterparty limits will be as set through the Authority’s Treasury Management Policy.





Creditworthiness Policy

This Authority uses the creditworthiness service provided by Sector Treasury Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- credit default swap (CDS) spreads, to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour code bands, which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Authority to determine the duration for investments and are therefore referred to as durational bands. The Authority is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Authority would not be able to replicate using in house resources.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

All credit ratings will be monitored regularly and always before an investment is made. The Authority is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn as soon as is possible.
- In addition to the use of Credit Ratings the Authority will be advised of information in movements in CDS against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

The Authority will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings, (or equivalent from other agencies if Fitch does not provide).





Investments Strategy

Bank Rate is currently 0.25% with no increase expected until economic recovery happens which is only expected to be gradual.

In the current economic climate it is considered appropriate to keep investments short-term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions.

Owing to the continuing low returns on investments, reserves will be used to finance future capital expenditure, rather than taking out further loans, thereby securing future savings by reducing the requirement for debt financing.

At the end of the financial year, the Authority will report on its investment activity as part of its annual Treasury Report.

Treasury Management Consultants

The Authority uses Link Treasury Services Ltd as its external treasury management advisers.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed, documented and subjected to regular review.

Scheme of Delegation and Role of Section 151 Officer

This Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Policy and Resources Committee. The execution and administration of treasury management decisions is delegated to its Treasurer, who will act in accordance with the organisation's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

This organisation nominates the Policy and Resources Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.





Minimum Revenue Provision Policy Statement

The Authority is required to pay off an element of its accumulated capital spend each year through a revenue charge. This is called the minimum revenue provision.

The Authority implemented MHCLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2022/23 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2022/23 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2022 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However, the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.





Statutory Declarations

Chief Financial Officer's Statement

Section 25 of the Local Government Act 2003 requires that an Authority's Chief Financial Officer reports to the Authority when it is considering its budget and Authority tax. The report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals, so that Members will have authoritative advice available to them when they make their decisions.

Section 25 also requires members to have regard to the report in making their decisions.

Robustness of Estimates

The budget process has involved members, the Chief Officer Team and all budget holders within the Service. The finance team has assisted all budget holders in a thorough scrutiny and challenge of the budget recommended to the Authority.

The Budget Book details and explains all Service pressures, as well as identifying areas for savings. These pressures and savings have been incorporated into the Medium Term Financial Plan.

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. The significant risk to the Authority's budget in the short-term is pay inflation. Whilst it is anticipated that these risks can be managed in the short-term using contingencies and, if necessary, reserves, the Authority will need to monitor this position closely throughout the 2022/23 financial year. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been subject to consultation. A press release was sent to all media outlets in Cambridgeshire. The news release was also published on the Authority's website with details of how comments on the budget proposals could be made.

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2022/23.





Adequacy of Reserves

CIPFA has published a Guidance Note on Local Authority Reserves and Balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use.

Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending.

At 31st March 2021 the Authority's usable General Reserve balance was £2.098m, representing 6% of the revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Pension Reserve to fund ill health retirements above that budgeted, and a Wholetime Recruitment Reserve to allow for fluctuations in firefighter establishment figures.

The Property Development Reserve is currently £8.35m. Approximately £5m of this reserve is being used to fund the new Huntingdon Fire Station and Training Centre which should be completed by the end of 2021/22. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

The Wholetime Recruitment Reserve is £400k. This has dropped from £975k as planned due to the service running at over-establishment. The remaining balance will allow release of revenue but provides for any non-controllable changes in the year, relating to operations and be financed from this reserve.

The level of reserves is important, not only for the budget 2022/23 but also in formulating the Medium Term Financial Strategy. The table on the next page provides a detailed estimate on how reserves will be used over the medium term.

In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.





Estimated General / Earmarked Reserve Breakdown 2020/21 to 2024/25

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Estimated Reserves at Start of Financial Year	11,535	10,856	4,023	2,123	3,423
Property Development Reserve	8,350	8,350	2,398	898	2,398
The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. A decision on Planning is expected imminently (before end of January 2021) on the proposed Training Centre and Fire Station at St John's in Huntingdon. This reserve will be used to finance the build and then partly re-imbursed through the sale of land at St Ives and Huntingdon.					
Capital Financing Property Improvements		-5,952	-3,000 1,500	1,500	
General Reserve	2,098	1,383	502	502	502
Capital Financing Underspends	-715	-881			
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	400	400	200		
The Service has been over-established for Firefighters during 2021/22 and this reserve will be used to cover any overspend in the short-term.					
Pension Reserve	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	10,856	4,023	2,123	3,423	2,900
General Reserves at Year end	1,383	502	502	502	502
Earmarked Reserves at year end	9,473	3,521	1,621	2,921	2,398





Proposed Recommendations

- 1 That approval is given to a Fire Authority budget requirement of £31,226,300.
- 2 That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £22,214,110.
- 3 That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (296,307):

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

- 4 That approval is given to the Prudential and Treasury Indicators as set out on page 11.
- 5 That approval is given to the Treasury Management Strategy Statement on pages 10 to 17.
- 6 That approval is given to the Capital Programme detailed at page 9.
- 7 That approval is given to the Minimum Revenue Provision Policy Statement detailed at page 18.



DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2022/23 TO 2025/26

	2022/23		2023/24		2024/25		2025/26	
	No.	£'000	No.	£'000	No.	£'000	No.	£'000
Vehicle Replacement Programme								
Water Tender/Rescue Pumps	3	837	3	837	3	837	3	837
Service Vehicles (Cars)	30	731	12	346	20	515	29	683
Small/Derived Van	3	44	5	73	10	126	3	44
Medium Van's			3	73	5	121		
Large Van	2	43			3	64	2	43
Personnel Carrier/MPV			1	274	2	52		
Foam Water Carrier								
Total vehicle replacement programme	38	1,655	24	1,603	43	1,715	37	1,607
Equipment Replacement Programme								
Holmatro Rescue Equip	3	120	3	120	3	120	3	120
BA Compressors (Large)	1	26	1	26				
BA Washing Machine	1	25	1	25	1	25	1	25
New workshop ramp							1	12
PPV Fans	5	10						
Thermal Cameras	8	38	8	38	8	38	8	38
Hot Fire Containers								
LPP's	3	18	3	18	3	18	3	18
Defibrillators	35	32						
Total equipment programme	56	269	16	227	15	201	16	214

Appendix 1

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2022/23 TO 2025/26 (cont.)

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Property Maintenance and Land				
All sites				
SHQ	40		1,170	
SHQ		100		
Cambridge	20			
Ely	300			
Linton		60		
Manea		60		
Sutton		50		
Papworth		80		
Ramsey		70		
Thorney		30		
On-call replacement roof programme		300		
WT replacement roof programme	270			
Environmental invest to save	100			
Electrical upgrades	200			
Heating systems	240			
Community safety functional building		350		
Stanground 1st floor upgrade		70		
Enhancement/Contingency	50	50	50	50
New Training Centre and Huntingdon Fire Station	3,000			
Total Property Maintenance and Land	4,220	1,220	1,220	50
IT and Communications				
Essential system enhancements	775	350	350	350
Total IT and Communications	775	350	350	350

Appendix 2

2021/22 £'000		2022/23 £'000
	Expenditure	
18,530	Firefighters and Control Room Staff	18,975
6,979	Support Staff	7,272
435	Training	419
58	Other Staff Costs	55
26,002	Total Employee Costs	26,721
318	Repairs and Maintenance	389
320	Heating and Lighting	352
168	Cleaning Contract	53
812	Rents and Rates	714
1,618	Total Premises Costs	1,508
79	Office Equipment and Furniture and Fitting	81
1,002	IT Equipment	1,054
389	Clothing and Uniform	391
957	Communications	1,076
411	Mutual Protection	411
55	Subscriptions	59
35	Corporate Support	35
61	Community Safety	62
75	Fire Protection Exps	77
144	Health and Safety	171
103	Members Fees	105
0	Fire Service College	0
98	Audit Fees	100
90	Legal Fees	53
212	Consultant Fees	214
48	Printing and Stationery	49
17	Postage	18
71	Travel and Subsistence	71
26	Advertising	26
100	Hydrants/BA Maintenance	102
481	Operational Equipment/Infrastructure	494
88	Project Delivery Costs	90
135	Other Supplies and Services	339
4,677	Total Supplies and Services Costs	5,078



Appendix 2 (cont.)

2021/22 £'000		2022/23 £'000
69	Car Allowances	41
277	Petrol, Oil and Tyres	332
143	Repair and Maintenance of Vehicles	146
489	Total Transport Costs	519
130	Section 2 and 12 Charges	132
22	Service Level Agreements	23
152	Total Agency Charges	155
956	Capital Financing	771
956	Total Capital Charges	771
-280	Capital Receipts > £10k	-140
-960	Control Room Recharge	-1,026
-1,539	Section 33 Grants	-1,963
-433	Other Income	-397
-3,212	Total Income	-3,526
30,682	Net Revenue Expenditure	31,226



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: 10 February 2022

DRAFT PAY POLICY STATEMENT 2022/23

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with a Pay Policy Statement for 2022/23 for approval.

2. Recommendation

- 2.1 The Authority is asked to approve the draft Pay Policy Statement attached at Appendix 1.

3. Risk Assessment

- 3.1 **Political** – in recent years remuneration has increasingly come under the spotlight. In approving this policy, the Authority will have to be mindful of future changes to ensure flexibility of their approach toward remuneration levels.
- 3.2 **Legislative** – the Authority is now required to produce a Pay Policy Statement in accordance with the Localism Act 2011.

4. Background

- 4.1 Since financial year 2013/14 the Localism Act 2011 (s38) has required a relevant local authority to produce an annual pay policy statement. This follows Will Hutton's 2011 Review of Fair Pay in the Public Sector which has been a key driver for the Government's aim for greater transparency and value for money in terms of senior public sector pay.
- 4.2 Having been reviewed and strengthened in line with recommendations made following a Member-Led Review of Pay Policy in January 2014, the attached policy meets the legal requirements and clearly sets out the Authority's position in terms not only of its remuneration for Principal Officers but also other employees, including the lowest paid.

- 4.3 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Service to publish information relating to any gender pay gaps. Whilst compliant with this requirement, based on recommendations arising from an independent 2019 equal pay audit and subsequent approval from the Authority, the Service implemented a new management band pay structure for professional support service roles in 2020. This action further demonstrates our commitment to best practice, equality and transparency.
- 4.4 Members are aware that the Service is facing a number of significant financial planning challenges not least of which is unresolved national pay negotiations; attention is drawn to the fact that whilst Grey Book employees received a 1.5% pay award in 2021, at the time of writing, Green Book employees had yet to receive any pay award.
- 4.5 Members will further be aware from recent briefings and Authority meetings that as uncertainty over government cuts and funding streams prevails, the Treasurer is continuing to proactively monitor and report on the national landscape whilst working with the wider senior management team to produce robust scenario based financial plans for consideration by the Authority in due course.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Localism Act 2011	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

PAY POLICY STATEMENT 2022/23**Introduction**

This statement of Pay Policy is provided in line with Section 38(i) of the Localism Act 2011 and is authorised by Cambridgeshire and Peterborough Fire Authority.

Purpose

The purpose of this statement is to provide transparency to the Pay Policy adopted by Cambridgeshire Fire and Rescue Service.

Accountability

The Fire Authority is responsible for establishing the Pay Policy for the employees of Cambridgeshire Fire and Rescue Service.

The Fire Authority is directly responsible for reviewing the pay structure for Principal Officers.

The Chief Fire Officer has delegated responsibility to establish appropriate grading and salaries for all other employees of Cambridgeshire Fire and Rescue Service.

Pay Negotiating Bodies

The Authority applies the annual pay settlements negotiated by the:

- National Joint Council for Local Government Services;
- National Joint Council for Local Authority Fire and Rescue Services;
- National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services.

The Authority undertakes negotiation with its recognised representative bodies on local agreements which affect the terms and conditions of its employees and which may include agreement of local allowances.

The representative bodies recognised for negotiating purposes are the:

- Fire Brigade's Union;
- Fire Officers Association;
- Fire Leaders Association;
- Fire and Rescue Services Association;
- UNISON.

Section One - General Pay Policy

- 1.1 The Authority applies the pay scales adopted by the respective National Joint Councils (NJC) for all its employees up to the level of Principal Officer.
- 1.2 Local pay arrangements for Principal Officers are established through the provisions of the NJC for Brigade Managers of Local Authority Fire and Rescue Services and are reviewed bi-annually by the Fire Authority. Further details are set out in Section 2.

- 1.3 The number and level of roles within the Service are determined by the Fire Authority on advice from the Chief Fire Officer.
- 1.4 Pay Policy reflects the different roles, duties and responsibilities undertaken by service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through a job evaluation process (professional support services employees).
- 1.5 Pay Policy reflects adherence to the principle of “equal pay for work of equal value”. Since April 2018 the Service has complied with the requirements of the Equality Act 2010 and reported on any gender pay gaps; it will continue to do this annually and is committed to taking relevant action to reduce any such gaps.
- 1.6 In applying its policy, the Authority will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.

Generic Pay Information

1.7 Pay multiples

The idea of publishing the ratio of the pay of an organisation's top earner to that of its lowest earner has been recommended in order to support the principles of Fair Pay (Will Hutton 2011) and transparency.

The current lowest ratio is 1:7.81; this will be monitored each year within the Statement of Pay Policy.

Section Two - Pay Policy for Principal Officers

2.1 General Principles

- 2.1.1 National pay awards negotiated by the NJC for Brigade Managers of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost of living increase.
- 2.1.2 The Performance Review Committee undertakes an annual review of performance, in accordance with the performance system in place for Principal Officers (Chief Fire Officer, Deputy Chief Executive and Assistant Chief Officer). Members of this Committee agree a series of objectives at the start of the financial year; these objectives are formally assessed by the Committee at the end of the financial year.
- 2.1.3 Performance related pay for Area Commanders was paid in 2021/22 at a rate of 4% of their basic pay plus flexi and Group Commanders were paid 3% of their basic pay plus flexi, weekend resilience and positive hours.

2.2 Establishing the Pay of the Chief Fire Officer

2.2.1 The base salary for the Chief Fire Officer role at Cambridgeshire Fire and Rescue Service is currently set at £153,828 per annum. This is established through a local pay review, details of which are set out below.

2.2.2 Additionally a car is provided for operational and business use and where applicable, pension contributions are paid at the appropriate rates as detailed in Paragraph 3.7.1.

2.3 Local Pay Review

2.3.1 In 2008 the Authority, through its Performance Review Committee, approved a methodology for the review of Principal Officer pay based upon a comparator for the role of Chief Fire Officer. The review compared the pay levels of fire and rescue authorities and established a benchmark salary. This was updated in 2016 when the current Chief Fire Officer was appointed. In 2021/22, the Performance Review Committee approved a 1.5% cost of living pay increase.

2.4 Other Principal Officer Pay

2.4.1 The Authority has established a policy that Principal Officer roles below that of Chief Fire Officer are paid as follows:

- Deputy Chief Executive - £134,116
- Assistant Chief Fire Officer - £124,845

Salaries of newly appointed Officers will be reviewed and determined in line with the conditions of the local pay review.

2.5 Publication of Principal Officer Pay

2.5.1 Details of Principal Officer Pay are published on the Cambridgeshire Fire and Rescue Service internet site and can be found by clicking on the section Home – Transparency – Senior Officer Pay.

2.6 Principal Officer – Internal Pay Comparators

2.6.1 In 2021/22, the lowest paid role within the Service was £19,698 (full time equivalent); the highest paid role within the Service was £153,828. The Service does not have a policy of direct correlation between the highest and lowest paid roles (it does not apply a pay multiple in establishing Principal Officer pay).

2.6.2 The ratio of pay between the highest paid employee of the Service is set out in Paragraph 1.7 above.

2.6.3 The pay, including rota allowances, of the most senior officer below Principal Officer (Area Commander) is 52% (with CPD) of Chief Fire Officer pay.

2.6.4 The pay of the most senior professional support services role below Principal Officer is 40% of Chief Fire Officer pay.

2.6.5 It should be taken into account that the salaries of Principal Officers and other flexible duty officers include an allowance for the associated additional responsibility and hours of work required to provide duty cover on a 24/7, 365 basis.

2.7 Severance Payments

- 2.7.1 Principal Officers are subject to the same severance arrangements as other service employees; these are set out in more detail in Section 6.

Section Three - Pay Policy for Firefighters

- 3.1 This policy applies to wholetime and On-Call firefighters and combined control staff.
- 3.2 National pay awards negotiated by the NJC for firefighters of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost of living increase. A 1.5% pay award was applied by the NJC for Local Authority Fire and Rescue Services in 2021/22.
- 3.3 Pay is based upon the role undertaken and the stage of competence of each individual for example, trainee, in development and competent.
- 3.4 A formal assessment of individuals is undertaken at each stage of development before moving to the next salary level. Maintenance of competence is a requirement at all levels of the Service and is reviewed annually.
- 3.5 Progression between roles is subject to a competitive selection process.

3.6 On-Call Duty System

- 3.6.1 Employees employed on the On-Call duty system are paid an annual retaining fee based on their availability and receive subsequent payments based on attendance at incidents and other activity including attendance at drill nights, disturbance fees, turnout fees, attendance and training fees, other authorised duties and compensation for loss of earnings. All payments are made in line with nationally agreed pay scales and rates.

3.7 Other Allowances and Payments

- 3.7.1 Pension contributions. The Service makes an employer contribution to the Firefighters Pension Scheme of 37.3% of salary (1992 scheme), 27.4% of salary (2006 scheme) or 28.8% of salary (2015 scheme). The employee made a contribution in 2021/22 of between 11% and 17% (1992 scheme), 8.5% and 12.5% (2006 scheme) or 11% and 14.5% of pensionable pay for the 2015 scheme. Combined control staff contributions are detailed at Paragraph 4.7.1.
- 3.7.2 Flexible duty payment. Under national conditions of service, a flexible duty payment is made to Station Commanders, Group Commanders and Area Commanders who provide flexible duty cover on a 24/7 rota basis and who are available to attend emergency incidents when required and provide Duty Officer cover. This is paid at an allowance of 20% of base salary.
- 3.7.3 Area Commander rota payment. Under local arrangements, Area Commanders are paid an additional 9% for additional responsibilities carried out under their shared operational duties rota with Bedfordshire Fire and Rescue Service.
- 3.7.4 Acting up. An allowance is paid on a daily basis where employees temporarily undertake the duties of a higher graded role. This is paid at the rate applicable to the role being undertaken; employees must be qualified to undertake the higher level role.

- 3.7.5 Overtime rates. These are paid for roles below Station Commander at time and a half or double time on public holidays or time may be granted in lieu at the appropriate enhanced rate. We also pay pre-arranged overtime which would be at single time for Cambridgeshire Fire and Rescue Service meetings and voluntary development training courses or overtime rates for mandatory critical need courses.
- 3.7.6 Detachments. We pay overtime for travelling time for standby duties (when operational employees are required to provide cover at other stations) based on a matrix depending on station travelled to.
- 3.7.7 Recall to duty. These are paid at a minimum of three hours at double time rates.
- 3.7.8 Continuous Professional Development Payment (CPD). Under national conditions of service, a CPD payment is approved annually on an individual basis for employees with more than five years of service (since attaining competence in role). It is an annual payment of £606 (up to 30/6/20) then £615 for wholetime and for On-Call it is pro-rata based on availability (100%/75%/50%/25%). The payment is made by application and authorised at middle or senior management level. To be eligible, an individual must demonstrate evidence of CPD over and beyond that required for competence and have a good attendance, performance and disciplinary record.
- 3.7.9 Additional Responsibility Allowance (ARA). We pay Training Centre employees 5% of basic pay (non pensionable) for providing weekend training courses. We also pay Officers with a HDIM qualification £500 per annum (paid monthly) and firefighters with the 'Safe to Ride' qualification £500 per annum (paid monthly). We pay On-Call Watch Commanders for additional administration duties, equivalent to one hour per week (paid monthly).
- 3.7.10 Local resilience payment. A local payment is made for employees, at Station/Group Commander level, volunteering to provide operational cover for periods when the Service struggles to provide an operational response owing to external factors for example, industrial action. Current payments are £1066.93 per person per annum.
- 3.7.11 Travel allowance. A local allowance to cover additional travel costs when an operational employee is compulsorily transferred to another work base including substantive and temporary promotion. A payment is made of the difference in mileage undertaken and is paid for four years (compulsory transfer). We also pay our professional support service employees an excess travel payment for the mileage as well as a travelling time allowance.
- 3.7.12 Reimbursement of medical fees. This only applies to employees whose service commenced before November 1994. The reimbursement of fees covers dental, optical and prescription fees and is paid at NHS rates.
- 3.7.13 Holiday Pay. Any entitlement to holiday pay will be paid annually.

Section Four - Pay Policy for Professional Support Services Roles

- 4.1 This policy applies to employees covered by the NJC for Local Government Services and includes all non-operational staff.
- 4.2 National pay awards negotiated by the NJC for Local Government Services are applied by the Authority on an annual basis and represent a cost of living increase. No pay award was applied by the NJC for Local Government Services from 1 April 2021 to 31 March 2022.

- 4.3 The pay structure for non-management band professional support staff is aligned to a spinal column point system. Spinal column points are configured into groups to provide incremental pay points. The incremental rises occur on 1 April and employees progress incrementally through their respective grade until they reach the maximum point.
- 4.4 In 2020, Cambridgeshire Fire and Rescue Service implemented a new management band pay scale for professional support staff in order to replace the previous wide and significantly overlapping management pay bands with narrower bands which have no overlap and even, incremental steps, with an equal number of steps within each grade. The new management band pay structure resulted from the recommendations of an independent equal pay audit undertaken in 2019. Movement along the existing pay grade is not automatic but depends on assessment against prevailing market rates for similar roles and must be authorised by the Deputy Chief Executive. No cost of living pay award was applied to the management band pay scale from 1 April 2021 to 31 March 2022.
- 4.5 Starting salary for non-management band roles may be uplifted along the incremental structure if experience and knowledge warrant this approach. Starting salary on management band scales (which each cover 16 scale points) may exceptionally be uplifted beyond the top of the lower quartile, if experience and market pressures warrant this, at the discretion of the relevant Chief Officer. Where this is the case, justification will be recorded by the recruitment team. Movement between grades is through a competitive selection process.
- 4.6 Cambridgeshire Fire and Rescue Service apply the Hay analytical job evaluation process that systematically ranks each job objectively and fairly. The Hay Group evaluation system is a recognised best practice, non-discriminatory method of ranking jobs against a predetermined scale. The evaluation process assesses all roles and allocates an appropriate grade according to the duties and responsibilities undertaken. A review of the grading of a role is undertaken where permanent, substantial and material changes have increased the level of duties and responsibilities attached to the role. Any substantive changes to grade or pay scale must be authorised by the Deputy Chief Executive.

4.7 Other Allowances and Payments

- 4.7.1 Pension contributions. The Service makes an employer contribution of 18.6% of salary for all members of the Local Government Pension Scheme. The employee will make a contribution of between 5.5% and 12.5% of pensionable pay depending on their salary band.
- 4.7.2 Additional responsibility. An allowance, at the discretion of the Deputy Chief Executive, may be requested and paid if an employee is required to fill a higher level role.
- 4.7.3 Honorarium. A discretionary payment may be made, with the approval the Deputy Chief Executive, for duties undertaken outside of the normal job requirements for an extended period of time.
- 4.7.4 On-Call. Employees required to attend work outside of normal office hours or to be on-call are paid an allowance depending on the nature of the arrangements.
- 4.7.5 Disturbance. An allowance is paid when an employee is required to move work location (see also Paragraph 3.7.11).
- 4.7.6 Holiday Pay. Any entitlement to holiday pay will be paid annually.

Section Five - Policy on Re-engagement and Pension Abatement

- 5.1 This applies where individuals retire from the Service, draw pension benefits and are subsequently re-engaged into the same or other role with Cambridgeshire Fire and Rescue Service. The policies set out below apply to all employees; re-engagement of Principal Officers is subject to Fire Authority consideration and approval.
- 5.2 The Service operates a Re-engagement Policy, which has been authorised by the Authority, for operational employees. This permits re-engagement if there is a tangible benefit for public safety. During any period of re-engagement the employee has full abatement of pension i.e. when combined with salary their pension cannot make them earn more than they did in their previous role. This complies with the provisions of the Firefighters Pension Scheme and is in accordance with the revised National Framework for England.
- 5.3 The Service operates a Flexible Retirement Policy for employees in the Local Government Pension Scheme which allows employees to take their pension benefits and be re-employed on reduced hours or at a lower grade without abatement of pension. This complies with the provisions of the Local Government Pension Scheme.
- 5.4 Where employees who have taken retirement benefits (either as former service employees or employees of another public sector organisation) apply for a professional support services role with Cambridgeshire Fire and Rescue Service as part of a competitive selection process and are successful, abatement of pension could be applied.

Section Six - Severance Payments

- 6.1 In the event of redundancy, the Service applies statutory redundancy payments under the provisions of its Redundancy Policy. This applies to both compulsory and voluntary redundancy situations. All relevant legislative requirements are adhered to.
- 6.2 In 2021/22 there were three settlement agreements, when the employment of an employee was terminated by the Service, or in settlement of a claim. Such agreements are subject to confidentiality clauses.

Early Payment of Pension Benefits

- 6.3 Under the provisions of the Local Government Pension Scheme employees aged over 55 who are made redundant, or who are retired from Service on the grounds of efficiency, are awarded early payment of pension benefits.
- 6.4 In this case, a charge is made against the Fire Authority by the pensions fund; this is referred to as actuarial strain.
- 6.5 In 2021/22 the Service had no agreements for the early payment of pension.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Monitoring Officer – Shahin Ismail

PRESENTING OFFICER(S): Monitoring Officer – Shahin Ismail

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DATE: 10 February 2022

PROPOSED CHANGES TO CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY MEMBERS' CODE OF CONDUCT

1. Purpose

- 1.1 The purpose of this report is to seek approval for changes to the Authority's Members' Code of Conduct. The current Code of Conduct has been in place since 2012 and in view of the LGA's new Model Code, it is timely to review and update the Code of Conduct.

2. Recommendations

- 2.1 It is recommended that the Fire Authority;
- 2.1.1 considers the contents of this report,
 - 2.1.2 notes that all local authorities (including fire and rescue authorities) are required to have a local Councillor Code of Conduct,
 - 2.1.3 adopts the LGA Model Code in its entirety, subject to minor local additions as set out in Paragraph 7.3 below.

3. Risk Assessment

- 3.1 **Reputational** – by having a Code in place the Authority is making a transparent statement about its expectations from those that are appointed to it and that it will deal with any inappropriate behaviour and/or conduct thus mitigating as far as possible any reputational risk.

4. Background

- 4.1 The Committee on Standards in Public Life wrote to the Prime Minister in January 2018 to inform the Government that it was to undertake a review of local government standards. As part of this review, the Committee held a public stakeholder consultation and looked at the conduct and culture in local government, both at principal authority level and in town and parish councils.
- 4.2 The Committee's report was published on 30 January 2019. Amongst the various recommendations contained within the report, it was suggested that the Local Government Association (LGA) should create an updated Model Councillor Code

of Conduct produced in consultation with representative bodies of Councillors and Officers of all tiers of local government.

- 4.3 The LGA, as part of its work to support the aspiration of high leadership and performance standards, subsequently developed a Code, released in December 2020 and updated in January and May 2021.
- 4.4 The stated purpose of the Code is to assist Councillors in modelling the behaviour expected of them, to provide a personal check and balance and to set out the type of conduct against which appropriate action may be taken. Guidance to accompany the Code, offering advice on how it should be interpreted, was published in July 2021 and can be found via the link in the source documents below.
- 4.5 The Code is intended as a template for adoption as a whole and/or with local amendments and the LGA has stated they will undertake an annual review of the Code, to ensure it continues to be fit for purpose, incorporating advances in technology, social media and changes in legislation.

5. Response to LGA Model Code Nationally and Locally

- 5.1 There is a mixed picture nationally as to the adoption of the LGA's Model Code. Some authorities have adopted it in full; others have taken principles from the Model Code and amended their existing Code and some have not made any changes, principally because their own local Code encompasses the principles of the Model Code.
- 5.2 In a recent survey conducted by Lawyers in Local Government (LLG), the following findings were revealed from 82 responses; 20% have adopted, or intend to adopt, the Code in full, 20% will adopt parts of the Code, 55% have decided not to adopt the Code and a further 5% remain undecided.
- 5.3 The position across Cambridgeshire reflects the findings of the LLG survey; South Cambridgeshire District Council had adopted the Code, Cambridgeshire County Council and Fenland District Council have chosen not to adopt it and Cambridge City Council had adopted parts of it. Peterborough City Council had adopted the whole Code (with local variations) while the Cambridgeshire and Peterborough Combined Authority had adopted parts of it.

6. Main Differences

- 6.1 The LGA's Model Code is at Appendix 1 to this report. The Fire Authority's existing Code is at Appendix 2.
- 6.2 The Model Code is more detailed and has specific sections to define 'respect', 'bullying, harassment and discrimination' and 'impartiality'. It is also written in the first person and sets out in plain English the principles and expectations of a Member. An important and welcome addition is the reference to social media communications in specific circumstances and includes a rebuttable presumption that a Member is acting in their official capacity for all public interactions, including on social media.

- 6.3 The specific section on bullying and harassment is a best practice recommendation from the Committee on Standards in Public Life, which also recommends that examples of such behaviour are given (Paragraph 6.8 below also refers).
- 6.4 The Model Code reinserts a clause about 'disrepute' which was contained in the pre-Localism Act Code. This is mentioned within the Authority's Code but not in any detail.
- 6.5 The Model Code adds in a requirement to undertake Code of Conduct training and to comply with any sanctions imposed on a Councillor following a finding that there has been a breach of the Code of Conduct.
- 6.6 The Code sets gifts and hospitality declarations at £50 and over. The Authority Code threshold is currently £25.
- 6.7 The table below draws attention to (other) areas where changes might be considered;

Subject	Page	LGA Code	Authority Code	Page
Joint Statement/Preamble	1	Included	None	
Introduction	2	Councillor specific	Brief, requires amplification	2
Definitions	2	Provided	Provided	3
Purpose	2	Provided	None	
General Principles	3/9	Explained	Different format, do not form part of the Code	2/3
Application of the Code	3	Explained	None	
Standards of Conduct	4 - 7	Comprehensive explanations of eight standards	Same standards are covered but less detailed	4 – 5
Interests	7 10 - 14	Comprehensive	Does not include disclosure of non- registerable interests	6 - 9
Gifts and Hospitality	8		Different	7

- 6.8 The LGA has produced this Code whilst the Government continues to consider the recommendations made by the Committee on Standards in Public Life in their report on Local Government Ethical Standards. That report includes best practice recommendations (Page 15 of Appendix 1 refers). A review of these indicates that whilst some (three) do not strictly apply to it, the Authority's Code does not align with the best practice below;

6.8.1 Best Practice 1: Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.

6.8.2 Best Practice 2: Councils should include provisions in their Code of Conduct requiring Councillors to comply with any formal standards investigation and prohibiting trivial or malicious allegations by Councillors.

6.8.3 Best Practice 3: Principal authorities should review their Code of Conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.

6.8.4 Best Practice 5: Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.

7. Conclusion

- 7.1 The Authority has a duty to promote and maintain high standards of conduct. An appropriate Members' Code of Conduct is an important part of complying with that duty. Whilst the Government has yet to respond to the Committee on Standards in Public Life's report, the Authority should not hesitate to take the necessary steps to ensure its own Code is current and fit for purpose until such time as the Government's response has been issued.
- 7.2 The Authority has a number of options open to it, it can;
 - 7.2.1 adopt the new Code in its entirety,
 - 7.2.2 make amendments to the existing Authority Members' Code of Conduct in order to enhance or improve it,
 - 7.2.3 do nothing at this time pending a response from the Government to the recommendations from the Committee on Standards in Public Life.
- 7.3 Given the comprehensive changes in the Model Code, the recommendation of the Monitoring Officer is to adopt the Model Code in full, but with minor amendments to reflect the fact that Members are appointed to the Fire Authority, not elected directly to it and that the Code will only apply to Members on Fire Authority business. Where Members are acting for their principal council, their own Code will apply.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
https://www.local.gov.uk/publications/local-government-association-model-councillor-code-conduct-2020#appendix-c-the-committee-on-standards-in-public-life https://www.local.gov.uk/publications/guidance-local-government-association-model-councillor-code-conduct	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Shahin Ismail 01480 444500 shahin.ismail@cambsfire.gov.uk

Local Government Association

Model Councillor Code of Conduct 2020

Joint statement

The role of councillor across all tiers of local government is a vital part of our country's system of democracy. It is important that as councillors we can be held accountable and all adopt the behaviors and responsibilities associated with the role. Our conduct as an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to. We also want individuals from a range of backgrounds and circumstances to be putting themselves forward to become councillors.

As councillors, we represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent our local area, taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.

Importantly, we should be able to undertake our role as a councillor without being intimidated, abused, bullied, or threatened by anyone, including the general public.

This Code has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.

Introduction

The Local Government Association (LGA) has developed this Model Councillor Code of Conduct, in association with key partners and after extensive consultation with the sector, as part of its work on supporting all tiers of local government to continue to aspire to high standards of leadership and performance. It is a template for councils to adopt in whole and/or with local amendments.

All councils are required to have a local Councillor Code of Conduct.

The LGA will undertake an annual review of this Code to ensure it continues to be fit-for-purpose, incorporating advances in technology, social media and changes in legislation. The LGA can also offer support, training and mediation to councils and councillors on the application of the Code and the National Association of Local Councils (NALC) and the county associations of local councils can offer advice and support to town and parish councils.

Definitions

For the purposes of this Code of Conduct, a “councillor” means a member or co-opted member of a local authority or a directly elected mayor. A “co-opted member” is defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who

- a) is a member of any committee or sub-committee of the authority, or;
- b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;

and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee”.

For the purposes of this Code of Conduct, “local authority” includes county councils, district councils, London borough councils, parish councils, town councils, fire and rescue authorities, police authorities, joint authorities, economic prosperity boards, combined authorities and National Park authorities.

Purpose of the Code of Conduct

The purpose of this Code of Conduct is to assist you, as a councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all councillors and your specific obligations in relation to standards of conduct. The LGA encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of councillor and local government.

General principles of councillor conduct

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles.

Building on these principles, the following general principles have been developed specifically for the role of councillor.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of councillor.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority's requirements and in the public interest.

Application of the Code of Conduct

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of councillor or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a councillor.

This Code of Conduct applies to you when you are acting in your capacity as a councillor which may include when:

- you misuse your position as a councillor
- Your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a councillor;

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a councillor.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct. Town and parish councillors are encouraged to seek advice from their Clerk, who may refer matters to the Monitoring

Standards of councillor conduct

This section sets out your obligations, which are the minimum standards of conduct required of you as a councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

1. Respect

As a councillor:

1.1 I treat other councillors and members of the public with respect.

1.2 I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in councillors.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider or the police. This also applies to fellow councillors, where action could then be taken under the Councillor Code of Conduct, and local authority employees, where concerns should be raised in line with the local authority's councillor-officer protocol.

2. Bullying, harassment and discrimination

As a councillor:

2.1 I do not bully any person.

2.2 I do not harass any person.

2.3 I promote equalities and do not discriminate unlawfully against any person.

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and

contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of officers of the council

As a councillor:

3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.

Officers work for the local authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a councillor:

4.1 I do not disclose information:

- a. given to me in confidence by anyone**
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
 - i. I have received the consent of a person authorised to give it;**
 - ii. I am required by law to do so;**
 - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
 - iv. the disclosure is:**
 - 1. reasonable and in the public interest; and**
 - 2. made in good faith and in compliance with the reasonable requirements of the local authority; and**
 - 3. I have consulted the Monitoring Officer prior to its release.**

4.2 I do not improperly use knowledge gained solely as a result of my role as a councillor for the advancement of myself, my friends, my family members, my employer or my business interests.

4.3 I do not prevent anyone from getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a councillor:

5.1 I do not bring my role or local authority into disrepute.

As a Councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other councillors and/or your local authority and may lower the public's confidence in you or your local authority's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the local authority and fellow councillors to account and are able to constructively challenge and express concern about decisions and processes undertaken by the council whilst continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a councillor:

6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the local authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of local authority resources and facilities

As a councillor:

7.1 I do not misuse council resources.

7.2 I will, when using the resources of the local authority or authorising their use by others:

- a. act in accordance with the local authority's requirements; and**
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a councillor.

Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport

- access and use of local authority buildings and rooms.

These are given to you to help you carry out your role as a councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use.

8. Complying with the Code of Conduct

As a Councillor:

8.1 I undertake Code of Conduct training provided by my local authority.

8.2 I cooperate with any Code of Conduct investigation and/or determination.

8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

It is extremely important for you as a councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

Protecting your reputation and the reputation of the local authority

9. Interests

As a councillor:

9.1 I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the authority.

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer.

10. Gifts and hospitality

As a councillor:

- 10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.**
- 10.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.**
- 10.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.**

In order to protect your position and the reputation of the local authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a councillor. If you are unsure, do contact your Monitoring Officer for guidance.

Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in “The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012”. You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

“Disclosable Pecuniary Interest” means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A ‘sensitive interest’ is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a ‘sensitive interest’ you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. [Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it]

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative or close associate; or
 - c. a financial interest or wellbeing of a body included under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter (referred to in paragraph 8 above) **affects** the financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. [Where you have an Other Registerable Interest or Non-Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it]

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor’s knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

	spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

You must register as an Other Registrable Interest :

- a) any unpaid directorships
 - b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
 - c) any body
 - (i) exercising functions of a public nature
 - (ii) directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
- of which you are a member or in a position of general control or management

Appendix C – the Committee on Standards in Public Life

The LGA has undertaken this review whilst the Government continues to consider the recommendations made by the Committee on Standards in Public Life in their report on [Local Government Ethical Standards](#). If the Government chooses to implement any of the recommendations, this could require a change to this Code.

The recommendations cover:

- Recommendations for changes to the Localism Act 2011 to clarify in law when the Code of Conduct applies
- The introduction of sanctions
- An appeals process through the Local Government Ombudsman
- Changes to the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
- Updates to the Local Government Transparency Code
- Changes to the role and responsibilities of the Independent Person
- That the criminal offences in the Localism Act 2011 relating to Disclosable Pecuniary Interests should be abolished

The Local Government Ethical Standards report also includes Best Practice recommendations. These are:

Best practice 1: Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.

Best practice 2: Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation and prohibiting trivial or malicious allegations by councillors.

Best practice 3: Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.

Best practice 4: An authority's code should be readily accessible to both councillors and the public, in a prominent position on a council's website and available in council premises.

Best practice 5: Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.

Best practice 6: Councils should publish a clear and straightforward public interest test against which allegations are filtered.

Best practice 7: Local authorities should have access to at least two Independent Persons.

Best practice 8: An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to

review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial.

Best practice 9: Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.

Best practice 10: A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.

Best practice 11: Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council, rather than the clerk in all but exceptional circumstances.

Best practice 12: Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work.

Best practice 13: A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.

Best practice 14: Councils should report on separate bodies they have set up or which they own as part of their annual governance statement and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness and publish their board agendas and minutes and annual reports in an accessible place.

Best practice 15: Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.

The LGA has committed to reviewing the Code on an annual basis to ensure it is still fit for purpose.



CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY
Working together to improve community safety

MEMBERS' CODE OF CONDUCT

JULY 2012

MEMBERS' CODE OF CONDUCT

The Fire Authority on 20th July 2012 agreed:

- To adopt the Code of Conduct as set out on pages 3- 9.
- To include the General Principles of Public Life as set out on page 3 as a preamble to the Code of Conduct but not forming part of the Code itself.

The Code of Conduct applies to members of the Cambridgeshire and Peterborough Fire Authority.

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY MEMBERS' CODE OF CONDUCT

The Members' Code of Conduct is intended to promote high standards of behaviour amongst the elected and co-opted members of the Authority.

The Code is underpinned by the following principles of public life which should be borne in mind when interpreting the meaning of the Code:-

- i. **Selflessness** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- ii. **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- iii. **Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- iv. **Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- v. **Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- vi. **Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- vii. **Leadership** Holders of public office should promote and support these principles by leadership and example.

PART 1
GENERAL PROVISIONS

1. Introduction and interpretation

- 1.1. This Code applies to **you** as a member of Cambridgeshire and Peterborough Fire Authority including:-
- (a) when acting as a representative of the Authority;
 - (b) in taking any decision as an individual Ward Councillor;
 - (c) at briefing meetings with officers;
 - (d) when corresponding with the Authority other than in a private capacity .
- 1.2. The term “**the Authority**” used in this Code refers to Cambridgeshire and Peterborough Fire Authority.
- 1.3. “**Member**” means any person being an elected or co-opted member of the Authority.
- 1.4. It is **your** responsibility to comply with the provisions of this Code.
- 1.5. In this code:-
- “**Meeting**” means any meeting of:
- (a) The Authority;
 - (b) Any of the Authority’s committees or sub-committees;
 - (c) Any of the Authority’s working parties, panels and programme boards.
- 1.6. In this Code “relevant authority” has the meaning given to it by section 27(6) of the Localism Act 2011.

2. General obligations

- 2.1. **You must** treat others with respect.
- 2.2. **You must not:-**
- (a) do anything which may cause the Authority to breach UK equalities legislation;
 - (b) bully any person
 - (c) intimidate or attempt to intimidate any person who is or is likely to be:-
 - (i) a complainant;

- (ii) a witness; or
- (iii) involved in the administration of any investigation or proceedings, in relation to an allegation that a Member (including yourself) has failed to comply with his or her authority's code of conduct.
- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the Authority.
- (e) conduct yourself in a manner which could reasonably be regarded as bringing your office or authority into disrepute.

3. You must not:-

- 3.1. disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:-
 - (a) you have the consent of a person authorised to give it;
 - (b) you are required by law to do so;
 - (c) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (d) the disclosure is:-
 - (i) reasonable and in the public interest; and
 - (ii) made in good faith and in compliance with the reasonable requirements of the authority; or
- 3.2. prevent another person from gaining access to information to which that person is entitled by law.

4. You must not

- 4.1 use or attempt to use your position as a member improperly to confer on, or secure for yourself or any other person, an advantage or disadvantage; and

5 You must:-

- 5.1 when using or authorising the use by others of the resources of your authority:-
 - (a) act in accordance with your authority's reasonable requirements;
 - (b) ensure that such resources are not used improperly for political purposes (including party political purposes); and
 - (c) have regard to any Local Authority Code of Publicity made under the Local Government Act 1986.

PART 2

INTERESTS

6 Disclosable Pecuniary Interests

- 6.1 Breaches of the rules relating to Disclosable Pecuniary Interests may lead to criminal sanctions being imposed.
- 6.2 You have a disclosable pecuniary interest if it is of a description specified in regulations made by the Secretary of State, (attached at Appendix A), and either:
- (a) it is an interest of yours, or
 - (b) it is an interest of:
 - (i) your spouse or civil partner;
 - (ii) a person with whom you are living as husband and wife, or
 - (iii) a person with whom you are living as if you were civil partners
- and you are aware that that other person has the interest.

7 Registration of Disclosable Pecuniary Interests

- 7.1 Subject to paragraph 0 below (sensitive interests), you must, within 28 days of:
- (a) this Code being adopted or applied by the Authority; or
 - (b) your election or appointment (where that is later),
- notify the Authority's Monitoring Officer in writing of any Disclosable Pecuniary Interests you have at that time.
- 4.2. Subject to paragraph 0 below, (sensitive interests), you must, within 28 days of becoming aware of any new Disclosable Pecuniary Interest or any change to any such interest, notify the Authority's Monitoring Officer in writing of that new pecuniary interest or change.

8 Disclosable Pecuniary interests in matters considered at meetings or by an individual member

- 8.1 If you attend a meeting and have and are aware that you have a Disclosable Pecuniary Interest in any matter to be considered, or being considered, at that meeting:-
- (a) if the interest is not entered in the Authority's register of members' interests, you must, subject to sub-paragraph 9 below, disclose to the meeting the fact that you have a Disclosable Pecuniary Interest in that matter. If you have not already done so, you must notify the Authority's

Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure, and

- (b) whether the interest is registered or not you must not – unless you have obtained a dispensation from the Authority’s Monitoring Officer –
 - (i) participate, or participate further, in any discussion of the matter at the meeting; or
 - (ii) remain in the meeting room whilst the matter is being debated or participate in any vote taken on the matter at the meeting.

Individual Member Action

- 8.2 If an officer of the Authority is empowered to discharge functions of the Authority in consultation with you, and you have and you aware that you have a disclosable pecuniary interest in any matter dealt with, or being dealt with, by you in the course of the officer discharging that function, you must not take any steps, or any further steps, in relation to the matter (except for the purposes of enabling the matter to be dealt with otherwise than by you).

9 Sensitive interests

- 9.1 Where you consider (and the Authority’s Monitoring Officer agrees) that the nature of a Disclosable Pecuniary or Non-Statutory Interest is such that disclosure of the details of the interest could lead to you or a person connected with you being subject to intimidation or violence, it is a “sensitive interest” for the purposes of the Code, and the details of the sensitive interest do not need to be disclosed to a meeting, although the fact that you have a sensitive interest must be disclosed.

10 Gifts and Hospitality

- 10.1 You must, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £25 which you have accepted as a member from any person or body other than the authority. Any gifts from any person or body with a value in excess of £50 per annum must also be notified to the Monitoring Officer.
- 10.2 The Monitoring Officer will place your notification on a public register of gifts and hospitality.

Appendix A

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<i>Interest</i>	<i>Prescribed description</i>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992).
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share

capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose –

“the Act” means the Localism Act 2011;

“body in which the relevant person has a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;

“director” includes a member of the committee of management of an industrial and provident society;

“land” excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;

“M” means a member of a relevant authority;

“member” includes a co-opted member;

“relevant authority” means the authority of which M is a member;

“relevant period” means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1) or 31(7), as the case may be, of the Act;

“relevant person” means M or any other person referred to in section 30(3)(b) of the Act;

- i) M’s spouse or civil partner,
- ii) A person with whom M is living as husband and wife, or
- iii) A person with whom M is living as if they were civil partners.

“securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

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: 10 February 2022

DRAFT SUSTAINABILITY STRATEGY

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with a proposed Sustainability Strategy.

2. Recommendation

- 2.1 The Fire Authority is asked to review the proposed Strategy at Appendix 1 and approve the principles so that the Service can begin to construct a detailed plan and roadmap through to 2030.

3. Risk Assessment

- 3.1 **Economic** – the investment in sustainable technology and contracts will need to be fully evaluated to ensure the financial impact is understood and the environmental benefit is clear.
- 3.2 **Environmental** – the Government has a clear ambition to achieve ‘net-zero’ by 2050. As a public body, the Authority has a responsibility to limit its long term impact on the environment by reducing its carbon footprint and the emissions it releases.

4. Background

- 4.1 The Service, supported by the Fire Authority, has implemented a number of environmentally friendly initiatives over a significant period of time. These have included but are not limited to;
- 4.1.1 building all new stations to a BREAM very good standard,
- 4.1.2 modernising the entire fleet to ensure all cars are now petrol and our appliances are the latest Euro 6 diesel engines.
- 4.2 Whilst there has been progress in specific areas, it is now proposed that the Authority and Service embrace the broader sustainability challenges faced and seek to reduce its carbon footprint, with the ambition of achieving a ‘net zero’ position by 2030.

- 4.3 This ambition will be extremely challenging and will need to be supported by a clear Sustainability Strategy, along with detailed plans. The pace of delivery will be dependent on many factors but may be limited by the affordability of the new technologies.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Budget Preparation Papers 2022/23	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

SUSTAINABILITY STRATEGY

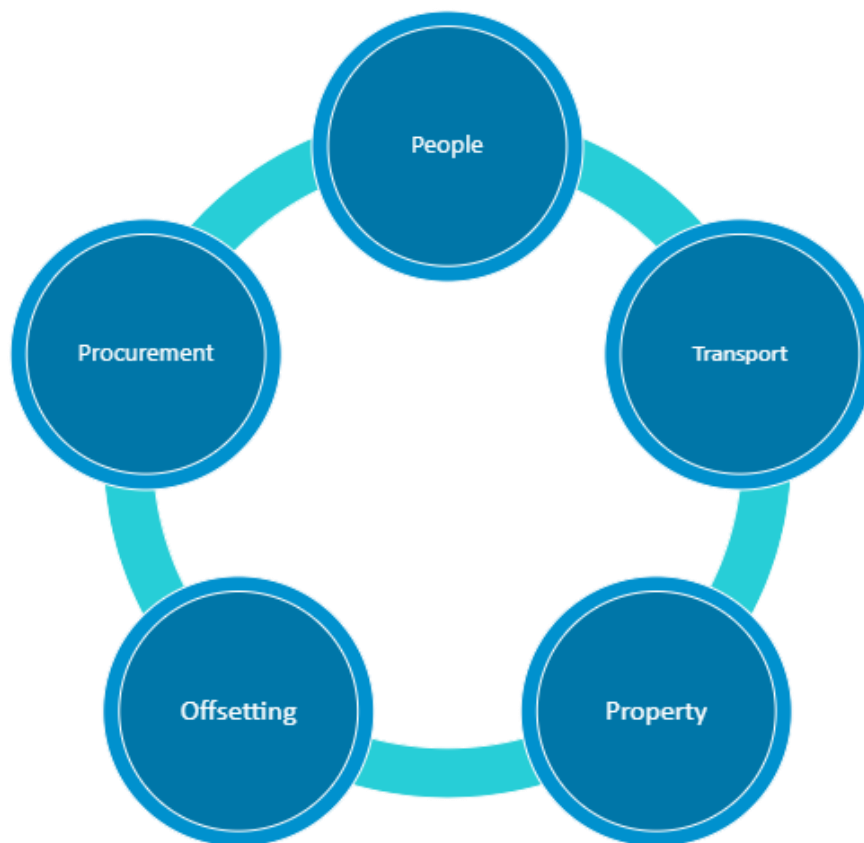
What is 'Net Zero'?

'Net zero' means there is an equal balance in the amount of greenhouse gases being emitted and removed from the atmosphere. In other words it means that we will seek to remove the same amount of carbon that we are responsible for putting into the atmosphere.

How are we going to achieve this?

The starting point will be to understand what our current position is regarding emissions. To do this, we will calculate our level of emissions based on current usage across our fleet and estate. This will represent the baseline level that we will be measured against moving forward. It will also provide the data required so that we can better understand the challenge in specific areas as we move forward with this initiative.

The Strategy has five key themes, which are detailed in the diagram below.



People

The focus for this strand of the Strategy will be on changing our behaviours and attitudes toward sustainability through communicating our intentions with our people.

Transport

Whilst good progress has already been made in moving toward a cleaner fleet there is still much to do. The focus for the Authority and Service will be to continue this journey of reducing the emissions of our fleet through the fleet replacement programme. This will be supported by the Fleet Strategy that will focus on how we use our fleet, the size of our fleet, the fuel used within our vehicles and the move toward electric vehicles. From a wider transport perspective we will seek to reduce frequency of non-essential journeys.

Property

The focus will be on how we use the buildings we need. Technology will be essential in reducing our carbon footprint, with appropriate investment in these new technologies properly planned through the property capital programme.

Offsetting

As a service, we will look at offsetting as a means for reducing our carbon footprint, where other solutions for reducing do not exist or are not effective.

Procurement

Our procurement process will consider the sustainability of the supply chain and consider procurement options should offset be an alternative contractual offer that is financially viable.

How will we realise the Strategy?

The initial focus will be on us understanding where we are currently in terms of our carbon footprint. This baseline calculation will lockdown the position that we will measure our journey towards 'net zero' against.

Each individual sustainability theme will have a detailed plan developed to identify a route map for carbon reduction. An example of what might be included within the fleet action plan could be the procurement of cleaner fuel for all of our fire appliances and reducing the number of pool vehicles, whilst replacing with electric vehicles. These detailed plans will be presented to the Fire Authority for approval and then incorporated into future financial plans, when agreed.

The technology to enable a sustainable environment is developing fast and the decision on when the best time to invest will have to consider affordability, return on investment and the impact on reducing emissions. It is for this reason that the vision of 'net zero' by 2030, will need to be kept under constant review.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Chief Fire Officer – Jon Anderson

PRESENTING OFFICER(S): Assistant Chief Fire Officer – Jon Anderson
01480 444500
jon.anderson@cambsfire.gov.uk

DATE: 10 February 2022

UPDATE ON THE RELOCATION OF PAPWORTH TO CAMBOURNE COMMUNITY FIRE STATION

1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on the work being undertaken by Cambridgeshire Fire and Rescue Service (CFRS) in relation to the relocation of Papworth Community Fire Station to the station in Cambourne.

2. Recommendations

- 2.1 The Authority is asked to;

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

2.1.2 make comment on any opportunity to improve our approach.

3. Risk Assessment

- 3.1 **Political** – in 2010 the Service accepted, under Section 106, to have a community fire station built by the developers of the Cambourne township. It was acknowledged that we would see a shift in risk over time from Papworth to the Cambourne area partly driven by the move of Papworth Hospital to the Addenbrookes site. This has now been realised and there is a political risk if we fail to take advantage of this opportunity.
- 3.2 **Social** – the Service recognises that moving a local fire station can be unsettling for those in that community however the benefits of the move for staff who work at this station, people who are local to Papworth and the wider area are significant. In recognition of this we have started to engage with key stakeholder groups to manage this risk.
- 3.3 **Legal** – our Integrated Risk Management Plan (IRMP), which is a requirement of the Fire and Rescue National Framework for England, details the risks within our county and the Service's plans for mitigating these risks. It also

details our emergency response standards for both rural and urban areas and our commitment to use our resources to provide the best service possible. This move better supports our commitments in the IRMP.

4. Background

- 4.1 In 2010 work started on our £1 million community fire station in Cambourne. This was offered to the Service under Section 106 of the Planning Act as part of the wider Cambourne township development. The intention of the Service was not to put a fire appliance there until we saw a sufficient shift in our risk profile from Papworth to Cambourne that supported such a move. After engagement with the Fire Authority and local politicians, it was agreed that the Papworth to Cambourne move would only happen when the risk profile had changed; this is now the case.
- 4.2 The community fire station at Papworth was built in circa 1960 and was a primary response to the largest risk in the area, Papworth Hospital, which was located only several hundred metres from the station. The history between the two partners is long standing and symbiotic, with Papworth Hospital providing many of the On-Call staff who provided cover for the station. The hospital being moved has significantly reduced the risk profile in that area and our ability to crew the station. Papworth Community Fire Station is typical of a building constructed in the 1960s. It has limited facilities for the staff who work there or members of the public that may want to visit it. Equally, the facilities to manage our strategic risk of maintaining highly trained and competent staff are limited. The current drill tower was also removed from use following a recent inspection.
- 4.3 The cost of refurbishing the Papworth site would be a misuse of taxpayer's money when we have an excellent fire station at Cambourne that currently does not have an operational crew. The building is secure, has excellent training facilities including a purpose-built training building and is accessible for members of the public if required. It is also next door to the police station and increases the opportunity for collaboration.
- 4.4 The location of Cambourne is also preferable in terms of being better able to respond to our most serious incidents more quickly. It also provides us with a much larger pool of people to recruit from thus enhancing the future sustainability of the station. This in turn continues to improve the availability of the appliance and therefore the opportunity to better support our local and wider response to emergency calls.
- 4.5 The relocation of Papworth Hospital to the Addenbrookes site in Cambridge had a foreseeable and significant impact on the On-Call staffing at the station. CFRS started planning for this by widening its recruitment to include the catchment area of Cambourne where a new and purpose built station had been built under Section 106 of the Planning Act.
- 4.6 As part of the ongoing IRMP process, CFRS reviews its risk and call profile and identified that the new location at Cambourne provides wider benefits to managing the changing risk profile in that part of the county. This led to a

paper being presented to the Chief Officer Advisory Group in 2019 to recommend the crew from Papworth be moved to Cambourne in 2021. The reason for the delay in the move was to ensure we had sufficiently trained staff at our Cambourne site to make the move viable; this has now been achieved.

- 4.7 The current arrangements for providing cover at Papworth is that most of the time day cover is provided by one of our roaming pumps; an appliance crewed by wholetime staff. This is because, since Papworth Hospital moved, we are unable to provide sufficient day time cover with our On-Call staff who used to work there. Therefore, we base the roaming pump at Cambourne station for the rationale that supports the move (better location for our risk profile, better facilities etc.). Night time cover is provided by our On-Call Papworth and Cambourne staff who respond to the station at Papworth. We have eight staff, four live in Papworth and four in Cambourne. When we move to Cambourne those located in Papworth will continue to be able to respond to Cambourne when they are available.
- 4.8 We recognise that the relocation of a station requires extensive engagement with our staff and local communities. The move may cause concern for some residents in Papworth, who may not realise that their fire cover is currently provided by crews elsewhere for around half of the incidents we attend in that area. The need to clearly communicate the rationale for this change and the benefits it will deliver is vitally important. Engagement with staff affected by the move is already underway and we will be coordinating a range of engagement activity with the local community including the Parish Council to answer any questions and explain the reasons for the move. We are confident this will manage any concerns members of those communities might have.
- 4.9 The aim of the move is to ensure CFRS continues to provide the best service it can to its communities against a changing risk profile. We are confident this will be achieved and are looking to have the move completed by April 2022.

BIBLIOGRAPHY

Source Documents

IRMP 2020 to 2024

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

Fire and Rescue National Framework for England

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

Papworth – Cambourne Relocation Data

<https://cambsfiregovuk.sharepoint.com/:b:/r/sites/Teams-OnCallGroup/Shared%20Documents/Cambourne,%20Papworth%20move/2021%20Papworth-Cambourne%20Relocation.pdf?csf=1&web=1&e=rQzav9>

Available From

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Contact Officer

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TO: Cambridgeshire and Peterborough Fire Authority

FROM: Area Commander Stuart Smith, Community Safety and Resilience

PRESENTING OFFICER(S): Area Commander Stuart Smith
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DATE: 10 February 2022

FIRE SAFETY LEGISLATION UPDATE - BUILDING SAFETY BILL AND IMPROVEMENTS

1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on the Building Safety Bill and the additional burdens on fire and rescue services when the legislation comes into force.
- 1.2 This relates directly to the legal responsibilities the organisation must enforce under the Fire Safety Act as the enforcing authority around building safety.

2. Recommendation

- 2.1 The Authority is asked to note the information within Appendix 1 and the associated risks/issues noted within this report.

3. Risk Assessment

- 3.1 The risk assessment is based on the information provided by the National Fire Chiefs Council (NFCC) in Appendix 1 and the knowledge of fire safety inspectors within the organisation. This is subject to change over the coming year before the Bill is laid in Parliament.
- 3.2 **Political** – the Building Safety Bill provides the Building Safety Regulator (Health and Safety Executive (HSE)) with the power to direct fire and rescue services (FRSs) to provide them with resources to assist with their work. This could come into direct conflict with the Authority's ability to deliver against the integrated Risk Management Plan (IRMP).
- 3.3 **Economic** – it is recognised by the NFCC and Home Office (HO) that, on average, a 30% increase in fire safety inspectors would be required to provide the function required of the Building Safety Regulator (BSR). It has been calculated that this would mean an additional £20 million per annum required for FRSs nationally. The NFCC has been told to expect no more than £7.5 million. A chargeback system to the HSE is being worked through, but it is suggested that only 70% will be recouped in the first two years and after that no

more than 90%. The additional costs would therefore have to be found by FRSs.

- 3.4 **Social** – when first established, the BSR will look to use FRSs to support their work, particularly safety case reviews for existing high-rise premises. As they become established, there is a substantial risk that FRS staff will leave to take better paid jobs in either the BSR department or in private companies providing risk assessments to managers of high-rise premises. This would then put further pressure on existing staff to deliver against the IIRMP through the risk based inspection programme and further work from the BSR.
- 3.5 **Technological** – the impact of this new Bill will require us to invest in technology to ensure our inspectors are provided with the right equipment to allow them to deliver their duties under the inspection and enforcement powers we legally hold. It will also allow responsible persons of high-rise residential buildings to share plans electronically and in paper form into the organisation under the new legislation.
- 3.6 **Legislative** – we have a legal requirement upon the Authority to inspect and enforce the Regulatory Reform (Fire Safety) Order (2005). The new Fire Safety Act 2021, Fire Safety (England) Regulations 2021 and the Building Safety Bill (due March 2023) will mean we are likely to have more legal duties to comply with and enforce against.
- 3.7 **Environmental** - we will spend more time delivering audits on high-risk buildings especially within our cities. Working our sustainability model, we are looking to introduce bicycles to allow our inspectors to travel around these urban areas, reducing our carbon footprint as our delivery increases.

4. **Background**

- 4.1 When the Building Safety Bill receives Royal Assent, it will install a BSR who will be responsible for all residential buildings over 18 metres or seven floors. This also includes care homes and hospitals. All new buildings will have to go through four gateways from planning to occupation, creating a golden thread of information on it. Existing buildings will require a safety case review demonstrating that they have appropriate safety measures in place. It is expected that this is where the burden of work will come to FRSs.
- 4.2 The major concerns for FRSs are around sustained funding of the additional roles required to support the BSR function and the risk of losing highly skilled staff to either the BSR or the private sector. As it takes three to five years to train someone to the levels required to inspect high-risk premises, there could be a period where we may struggle to meet the Risk Based Audit Programme (RBAP) and our IRMP plans.
- 4.3 As an organisation we have been working extremely hard to build capacity and capability within our fire protection teams. The Government has given additional funding within this area of the Service. This fund of £186,000 is being used to provide administrative support and development of staff through secondment opportunities.

- 4.4 The uplift grant project has been established to ensure we spend the initial funding of £115,000 in line with the grant conditions to make us as efficient and effective as we can be when delivering our legal responsibilities around building fire safety.
- 4.5 These two funds are currently one-off funding pots meaning it is extremely difficult for us to manage and plan for the medium to long term future.

5. Next Steps

- 5.1 **Building Safety Regulator** - the Building Safety Bill is not expected to receive Royal Assent until April 2022. It is not expected that the BSR will be fully functional until June 2023. The NFCC continues to engage with DLUHC, Home Office and HSE to gain more clarity on the exact role of FRS's.
- 5.2 **Regional Hubs** - there are discussions nationally about FRSs working within regional BSR hubs. Although this would reduce the burden on services with large quantities of 18 metre plus buildings, it may produce a larger impact on a Service that has 20 in scope but who may be required to commit staff to work on other service's buildings.
- 5.3 **Development of Staff** - it is recognised that there is a risk of losing our highly skilled staff to the private sector and work is ongoing to train new members of staff to become fire safety inspectors. However this is a lengthy process which also requires commitment from the existing inspectors to support them. This may mean a reduction in some audit activity to support the development of new inspectors.
- 5.4 **Funding** - the NFCC notes that the additional work required of FRSs from the BSR would require a 30% increase in fire protection staff. However there is no funding mechanism in place to support these positions in the future beyond the current grant funding. There is a risk that the Authority may have to decide on which statutory duties they agree to complete and those they cannot fund. It may also mean that funds must be found from other areas of the Service during a time of financial uncertainty.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
NFCC Building Safety Bill and Improvement Report	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Area Commander Stuart Smith 07900267853 stuart.smith@cambsfire.gov.uk

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Background

1. The Building Safety Bill was published in draft form on 20 July 2020 and was subjected to [pre-legislative scrutiny by the Housing, Communities and Local Government Select Committee](#).
2. A new version of the [Bill](#) was formally introduced on 5 July 2021. Published alongside this was a [transition plan](#) and a [response](#) to the Select Committee report. The Bill had its second reading on 21 July 2021 and entered Committee Stage on 9 September 2021.
3. The Bill establishes a Building Safety Regulator (BSR) within the HSE to;
 - 3.1. implement the new, more stringent, regulatory regime for higher-risk buildings (defined as residential buildings over 18 metres and following LGA and National Fire Chiefs Council representation, care homes and hospitals over 18 metres at the design and construction stage),
 - 3.2. oversee the safety and performance of all buildings,
 - 3.3. assist and encourage competence among the built environment industry and registered building inspectors.
4. The BSR will rely on FRSSs, council building control services and environmental health teams to deliver the regime for higher-risk buildings, which is expected to involve Multi-Disciplinary Teams (MDT).
5. The details of how the regime may operate in practice are being worked on through the Joint Regulators Group (JRG) chaired by the HSE and involving DLUHC and the Home Office. Members include Local Authority Building Control (LABC), the LGA, and the NFCC.
6. While the JRG has been involved in policy design trials, members are becoming increasingly concerned about the lack of sufficient programme management and join up between the advice of JRG members and senior decision makers. The LGA and NFCC have raised the need for the Government and HSE to increase their engagement with councils and fire and rescue authorities, hence the reason for this report.

Key Features of the Bill

7. The Bill places the HSE and local regulators under a duty to cooperate and gives the HSE the power to direct councils and fire services. The latter power is to be used only in exceptional circumstances and the Bill provides safeguards to prevent it becoming a default option.
8. New buildings will have to pass through three regulatory gateways in relation to safety at the planning stage, at the final design stage (before construction can begin) and immediately before occupation when construction is complete.
9. In occupation, buildings will need to be registered with the BSR and will require a Safety Case. The Accountable Person (AP, essentially the owner or managing agent) will need to maintain a golden thread (detailed information) of information about the building.
10. The AP will have a duty to listen to residents who raise building safety concerns and if residents feel ignored, they can raise issues with the BSR.

11. Leaseholders will have to pay a Building Safety Charge (BSC) that covers the costs of operating the new regime. The Government has said that the new BSC will not be able to be used to pass on costs to leaseholders for remediation works. However, these will still be chargeable under existing leasehold arrangements, which vary according to leases, but generally allow APs to pass costs on to leaseholders.
12. The first stage of the new regime [Planning Gateway One](#) began in August 2021, which requires those planning to build buildings in scope of the new regime to produce a fire statement to ensure applicants have considered fire safety issues as they relate to land use planning matters (e.g. layout and access).

Concerns with the Bill

13. The NFCC is generally supportive of the Bill, and recognises the urgent need for it to be passed in order to prevent further unsafe buildings from continuing to be constructed. However NFCC has [submitted](#) written evidence expressing concern that the scope of the Bill could be wider, the speed at which its scope can be expanded, and the constraints on its expansion. They have argued that height is not an effective determinant of risk and that care homes under 18m should be included in the new regime.
14. The NFCC has also expressed concern about:
 - 14.1. The removal of competition in building control does not go far enough; the ability for a client to choose their own regulator should be removed for the whole of the built environment.
 - 14.2. The watering down of provisions in relation to the refurbishment of buildings, and possible watering down of the gateways provisions.
 - 14.3. The conflict between the new building safety system and the Government's planning white paper.
 - 14.4. The adequacy of the product safety provisions.
15. The Bill impacts councils and FRAs as regulators and councils as housing providers. The main issues for local regulators arising from the Bill are:
 - 15.1. The shortage of expertise both inside the fire and rescue service and in private industry, including but not confined to the shortage of fire engineers;
 - 15.2. The funding for training and capacity increase ahead of implementation;
 - 15.3. The operation of the recharging scheme that allows councils and FRSs to reclaim cost of new burdens BSR work from the HSE;
 - 15.4. The interaction of the new Bill and other relevant legislation – the Housing Act, the Fire Safety Order/Fire Safety Act.
 - 15.5. The balance of democratic accountability for local services and the duty to cooperate with the HSE.
16. The impact of the Bill also interfaces with the impact of the Fire Safety Act (FSA) and associated changes to the Fire Safety Order (FSO), for example:
 - 16.1. The FSA will require building owners to review fire risk assessments on many residential buildings (a prioritisation tool will allow owners to divide stock between properties that require immediate action, action in the medium term and those that need not alter their cycle of updating risk-assessments).

- 16.2. Regulations will be introduced later this year relating to premises information boxes; fire door checks and lift checks.
- 16.3. Further announcements are expected from the Home Office on personal emergency evacuation plans (PEEPs).

Funding and the operating model

- 17. The key concern is the balance between the demands to be placed on local regulators and the funding available:
 - 17.1. The HSE does not appear to be clear about the extent to which it will rely on local building control and FRS to deliver its inspection and enforcement functions, and the operating model has not been shared with local regulators.
 - 17.2. Both NFCC and LABC have been warned to expect much lower spending review settlements than would be required to deliver the functions expected of them.
 - 17.2.1. This could see local regulators diverted away from existing work in order to meet their duties under the Building Safety Bill. However, there will be a number of buildings not included in the new regime that represent an even higher degree of risk locally. If the HSE employs its own fire engineers and building control surveyors, or contracts private companies to deliver its functions, this may have a damaging effect on local services. Both FRSs and local building control need to retain the expertise required to deliver the new functions, and importantly to continue to deliver existing functions.
 - 17.3. Once cost recovery mechanisms are in place, it is assumed that 70% of the cost will be recovered in the first two years, increasing towards 90% by the third year of cost recovery. However, secondary legislation is required in order to establish cost recovery powers. This may take an additional year (or longer) to be put in place following Royal Assent. Therefore, cost recovery may not reach 90% until 2026-27 at the earliest, and is never expected to cover more than 90%.
 - 17.4. On behalf of English FRSs, NFCC have asked for just over £40m over three years to reach around £20m pa which is estimated to be the cost to FRS of the new regime when fully operational from 2024-5. Its estimates have been agreed by the Home Office, but the bid comes under DLUHC's budget and it has been told to expect no more than £7.5m per annum for start-up costs over the three year SR period (about half of what it needs).
 - 17.5. The law is framed in such a way as to oblige regulators to deal with new buildings therefore it will be work on existing buildings which is likely to be cut. The funding on offer implies there is a risk that:
 - 17.5.1. The HSE needs to stretch the Safety Case work they are planning to complete in 5 years, to over a decade, or;
 - 17.5.2. The HSE may place a greater reliance on local FRSs to implement a higher level of inspections under the FSO than may otherwise be programmed into Risk Based Inspection Programmes (RBIPs).

Protection staffing

- 18. Capacity and capability in FRS protection teams has long been a challenge with most facing challenges to resourcing in order to deliver their current FSO obligations.
- 19. A protection uplift grant from the Home Office has been in place since the last Spending Review to improve this position and provide a better baseline from which to build

additional capacity. Going forwards, FRS' will need to balance out the demands of both regulatory regimes and it is essential therefore that we ensure they are appropriately resourced to do so.

20. NFCC's modelling on the impact of the new regime suggests that on average across England, FRSs need to increase their numbers of competent fire safety staff by more than 30%.
21. NFCC continue to make representation for continuation of the Protection Uplift grant, but it is not yet known if this will continue. In preparing bids for increased protection funding, NFCC face significant challenge back from central government about the division and balance of protection funding decisions which are made locally. This is particularly the case when the Home Office compares local protection funding decisions to budgets which are allocated for operational response functions. This is also likely to become an increasing area of priority for HMICFRS.

Risks

22. In 2011 the Department for Communities and Local Government (DCLG) published [new burdens doctrine – guidance for government departments](#). Under this doctrine, the Cabinet agreed that to ensure the pressure on council tax is kept down, the net additional cost of all new burdens placed on local authorities (including fire and rescue authorities) by central Government must be assessed and *fully and properly funded*.
23. The doctrine defines a new burden as *any policy or initiative which increases the cost of providing local authority services*. This includes duties, powers, or any other changes which may place an expectation on an FRA. In the context of the BSB this responsibility falls to the Department for Levelling Up, Housing and Communities (DLUHC).
24. Section 13 of the Bill contains provisions that would enable the BSR to direct a FRS to "do anything specified in the direction". The Bill provides powers for an FRS to do anything for the purpose of facilitating the exercise of *relevant functions*.
25. Should the BSR 'direct' a FRA to take action that goes beyond the commitments of its IRMP without fully funding the cost of doing so, FRAs may need to choose between a number of statutory duties, without having the funding to support them all.
26. They may therefore need to consider their priorities and select which statutory duties will be met, and those which will not. Therefore, in weighing-up the risks, they choose to put aside the direction issued by the SoS under the BSA.
27. This may involve diverting protection resources provided by the FRA to meet requirements in an IRMP/RBIP (e.g. audit of high-risk premises that is not in-scope of the BSR) across to undertake activities required by the BSR. This would result in a pre-planned audit of a high-risk premises not being carried out as planned by the FRS, in accordance with its RBIP.
28. Alternatively, this may involve diverting operational resources (e.g. closing a fire station) to free-up the finances needed to support the work directed by the BSR, again in conflict with requirements in the IRMP. This could result in failure to provide the level of operational cover prescribed in an IRMP, and possibly a failure to achieve an appropriate attendance time, with subsequent loss of life.
29. Before a direction may be given by the SoS, the Bill as drafted requires the BSR to first make a written request of the FRA, and requires the BSR to have regard to any written representation received from the FRA in response. Where an FRA considers that a proposed directive is likely to have an adverse effect on the FRA's IRMP, such as in

situations similar to those examples outlined above, it would be reasonable to expect that the BSR would not proceed to ask the SoS to issue a directive.

Opportunity cost estimates

Estimated Higher Risk Premises (e.g. Hospitals, Care Homes) that go uninspected if resources are diverted to meet the BSB – England						
Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Safety Case impact	3,150	3,150	3,150	3,150	3,150	3,150
Gateway 2 Impact	948	980	1013	1046	1069	1103
Total	4,098	4,130	4,163	4,196	4,219	4,253

30. The table above provides NFCC's estimates for England of the risks and opportunity costs if existing resources were diverted away from RBIP activity in order to undertake BSR work. This shows the numbers of buildings that will go uninspected as a result. Analysis undertaken in November 2019 demonstrated that similar levels of resourcing are needed to inspect high rise residential buildings (HRRBs) as are needed for other, higher risk buildings (which includes buildings such as Hospitals and Care Homes).
31. While new build hospitals and care homes over a certain height will be included within the construction elements of the new regime, ones that are already built and in use or occupation, will not form part of the new regime. This means FRSs will be expected to continue inspecting these as part of existing RBIPs.
32. The levels of competency required to undertake work in higher risk premises, are similar to those needed for the new regime. Pressures for skilled personnel are exacerbated by demand in the private sector, particularly for individuals with the competence to assess external wall systems, and those who will have the required skills in the future needed by Building Control Bodies, the HSE, and companies in the private sector specialising in design, architecture, construction and fire safety. It can take between three to five years to train fire safety personnel, depending on what types of role they are undertaking.
33. If the BSR directs specialist staff towards HRRBs, the remaining pool of officers available for other work are likely to be competent only to the level required for lower risk premises. This will create a gap of people to inspect buildings which present an even higher risk than HRRBs.
34. If new burdens funding is not found for FRSs to deliver the BSB then up to 4,098 higher risk premises may go uninspected in year one, increasing to 4,253 by year six.
35. Such a departure from RBIP activity will present legal risks to FRA's, if they deviate from delivery plans which have already been consulted on.

Timescale

36. The Building Safety Bill is expected to receive Royal Assent in Spring – summer 2022 with commencement of the new regime under the Building Safety Regulator 12-18 months following (earliest April 2023).
37. The report of [phase two](#) of the Grenfell Tower Inquiry is expected in 2022, which is also expected to contain recommendations for FRS.

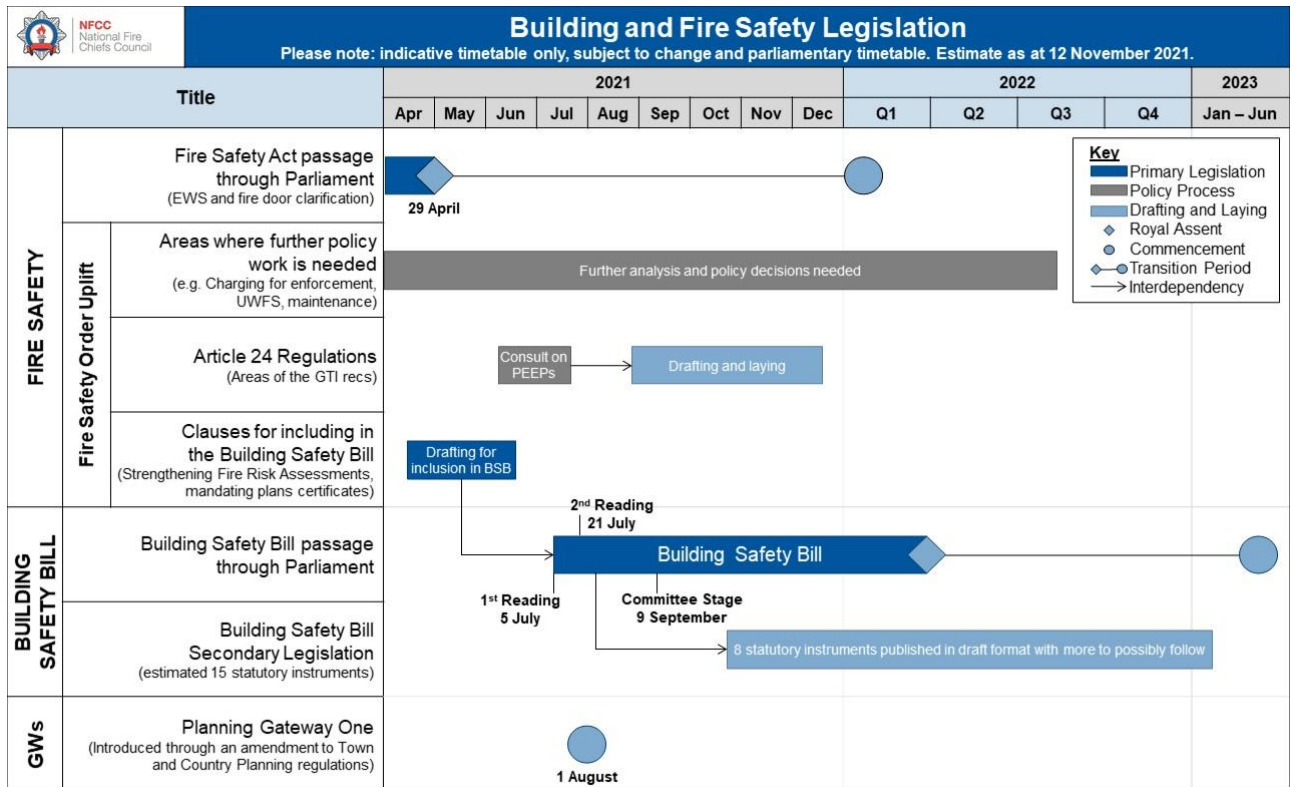
Implementing the Bill

38. The Bill will require MDTs working to the Building Safety Regulator (BSR, sitting within HSE) to approve new multi-occupied residential buildings over 18m at planning stage, design stage (before construction can begin) and construction stage (before occupation can take place). Numbers of estimated new builds, based on known data, are likely to range from 400 – 800p.a. It is also assumed there will be around 600 major refurbishments on average (over ten years).
39. The Bill will also require the Building Safety Regulator to approve safety cases for all existing multi-occupied residential buildings over 18m (12,500 or so). It is estimated that as existing regulators of fire safety in occupied buildings, that the majority of the new burden for Safety Cases will fall to FRSs.
40. The HSE intends to deliver the approval of Safety Cases in five tranches, one tranche per year starting in 2024-5.
41. The safety case approach focuses on Accountable Persons and whether the regulator has confidence in them, rather than on the buildings they manage. Instead of a checklist approach the HSE wants a culture change.

Next steps

42. NFCC continues to work via the JRG and other forums to support the HSE in the effective development of a target operating model towards which FRSs can begin making more detailed plans.
43. In the meantime, Cambridgeshire FRS will work with the NFCC to help identify additional resource requirements to inform recruitment, development and training of additional fire safety inspecting officers and fire safety engineers.
44. FRA training: The LGA offer a building safety session on the Fire Leadership Essentials course. There was a session on building safety at the fire conference this year. In planning next year's conference, the Fire Services Management Committee will consider the opportunity to raise FRA awareness of the Fire Safety Act and Building Safety Bill.
45. Cambridgeshire FRS will continue to support the Authority's work to keep residents safe and reform the buildings safety system.

Annex 1 – Estimated Legislative Timetable



Based on current known estimates. A range of areas are subject to further consultation, analysis, and policy decisions. Timing of legislation is subject to the Parliamentary timetable and may change.

Annex 2 – Glossary of terms

Building Safety Bill (BSB)	<p>Bill currently going through Parliament, which builds on the outcomes of the <i>Independent Review of Building Regulations and Fire Safety</i> that the Government commissioned following the Grenfell Tower Fire.</p> <p>Building Safety Bill: important documents GOV.UK</p> <p>Factsheets related to the Building Safety Bill on GOV.UK</p>
Building Safety Charge (BSC)	<p>The Building Safety Bill establishes new legal duties for landlords and building owners. There will be a cost associated with some of these duties, which can be passed to leaseholders through a new Building Safety Charge.</p> <p>Building Safety Charge Factsheet for landlords and building owners GOV.UK</p> <p>Building Safety Charge Factsheet for leaseholders GOV.UK</p>
Building Safety Regulator (BSR)	<p>A new regulator, proposed by the BSB, which will be run by the Health and Safety Executive (HSE)</p> <p>Building Safety Regulator Factsheet GOV.UK</p>
The Fire Safety Act (FSA)	<p>Passed in 2021, yet to commence, the Fire Safety Act clarifies that the FSO applies to:</p> <ul style="list-style-type: none"> the building's structure and external walls (including windows, balconies, cladding, insulation and fixings) and any common parts all doors between domestic premises and common parts such as flat entrance doors (or any other relevant door) <p>Fire Safety Act information GOV.UK</p>
Fire Safety Order (FSO)	The Regulatory Reform (Fire Safety) Order 2005
Gateways	<p>The name for the proposed new regime for more stringent control of new buildings during design and build phase.</p> <p>Building control regime for higher risk-buildings (Gateways 2 and 3) Factsheet GOV.UK</p>
Golden Thread	<p>Proposed requirement as part of the new regulatory regime to create and maintain a golden thread of information. The golden thread is both:</p>

	<ul style="list-style-type: none"> the information about a building that allows someone to understand a building and keep it safe, and the information management to ensure the information is accurate, easily understandable, can be accessed by those who need it and is up to date <p>Golden Thread Factsheet GOV.UK</p>
High Rise Residential Buildings (HRRBs)	For the purposes of the BSB, residential buildings that are at least 18 metres in height or have at least 7 storeys and have at least two residential units.
Higher Risk Buildings (HRBs) / Buildings in Scope	Initially the new regime will only apply to residential buildings that are at least 18 metres in height or have at least 7 storeys and have at least two residential units. It also applies to care homes and hospitals meeting the same height threshold during design and construction.
	Buildings included in the new more stringent regulatory regime Factsheet GOV.UK
Integrated Risk Management Plans (IRMP)	<p>Under section 4.6 of the Fire and Rescue National Framework for England, each FRA must produce an Integrated Risk Management Plan (IRMP) – now commonly referred to as a Community Risk Management Plan (CRMP).</p> <ul style="list-style-type: none"> These plans will include a management strategy and a risk-based inspection programme (RBIP) for enforcing the Fire Safety Order <p>These plans must also:</p> <ul style="list-style-type: none"> Provide an up-to-date risk analysis of all foreseeable risks Demonstrate how prevention, protection and response activities will be used to prevent fires and other incidents, and mitigate the effects of incidents that occur in a way that makes best use of available resources Outline required service delivery outcomes including the allocation of resources for the mitigation of risks Cover at least a 3-year time span Consult with the community, its workforce, Rep bodies and other stakeholders on the proposed content of the plan Be easily accessible and publicly available
Local Authority Building Control (LABC)	Organisation representing all local authority building control teams in England and Wales.
Risk Based Inspection Programme (RBIP)	A management strategy for enforcing the Fire Safety Order which prioritises resources based on risk. FRAs are required by the Home Office to <i>“target their fire safety, prevention and protection resources on: those individuals or households who are at greatest risk from fire in the</i>

	<i>home; those most likely to engage in arson or deliberate fire setting; and on those non-domestic premises where the life safety risk is greatest. Consideration could also be given to non-domestic premises which are at risk from fire in order to mitigate loss to economic wellbeing.”</i>
Safety Case	<p>The Building Safety Bill introduces new requirements for building owners to assess and manage building safety risks in buildings within scope.</p> <p>Safety Case Factsheet GOV.UK</p>

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Chief Officer Group
(Chris Strickland, Matthew Warren and Jon Anderson)

PRESENTING OFFICER: Chief Fire Officer Chris Strickland

Telephone 01480 444500
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DATE: 10 February 2022

RE-ENGAGEMENT OF AREA COMMANDER SIMON NEWTON

1. PURPOSE

- 1.1 The purpose of this report is to advise the Fire Authority of the decision by the Chief Officer Group to re-engage Area Commander Simon Newton on a fixed term contract.

2. RECOMMENDATION

- 2.1 The Authority is asked to note the decision and make comment as appropriate.

3. RISK ASSESSMENT

- 3.1 **Political** – the Fire and Rescue Framework for England requires decisions on re-engagement of Officers below the level of Principal Officer to be time limited, justifiable and transparent. Failure to appropriately inform Members of the decision to re-engage a strategic level manager could result in a failure of required transparency, albeit the requirements are not specific.
- 3.2 **Economic** – there is little economic risk as re-engagement is a cost-effective solution when applied appropriately and for business continuity reasons.
- 3.3 **Social** – there is a risk that internal staff will react negatively to the re-engagement of a strategic level Officer. This will be mitigated by ensuring the decision is explained to the organisation in an open and transparent way.
- 3.4 **Technological, Legal and Environmental** – no significant risks identified.

4. BACKGROUND

- 4.1 Over recent years the Service has seen a significant number of senior Officers move on via promotion to other fire and rescue services. Whilst this has been helpful for the career development of those moving on and an enabler for

talented individuals within the organisation wishing to progress, it has caused an increasing loss of organisational experience and knowledge at the middle and strategic management levels.

- 4.2 Due to the amount of movement in staff this has significantly increased the potential for making avoidable mistakes as newly appointed staff have to learn on the job, via a degree of trial and error, as a result of insufficient decision making support. This creates additional and avoidable pressure on staff who have wide ranging organisational knowledge and are required to engage in greater levels of tactical detail at the expense of moving forward other priority, strategic level, work.
- 4.3 Whilst the Service is blessed with a strong cadre of talented individuals who, with appropriate support and experience, will be eminently capable of moving further through the organisational structure, the sheer number of new and inexperienced staff means that promoting more people at this time may well create significant risk. Exploring the market for additional talent is an approach normally taken to increase the Service talent pool, however for the reasons outlined above, it cannot solve the current but relatively temporary issue of a lack of specific knowledge and experience that ensured the evolution of CFRS into the forward thinking, engaged and high performing organisation it is today.
- 4.4 A useful way of retaining organisational knowledge and experience and smoothing out peaks in natural wastage is to re-engage recently retired staff for fixed periods of time. This practice has been utilised by the Service for many years and proven to be a useful and cost-effective tool. From an organisational perspective it saves employer pension costs, from the public purse perspective it saves the cost of an individual's monthly pension payments and from the individuals perspective it enables them to take their lump sum payment and be employed without the requirement to contribute further to their crystallised pension scheme. It does, however mean that their pension payments are reduced to ensure they earn no more in real terms than they did prior to retirement.

5. RE-ENGAGEMENT OF AREA COMMANDER SIMON NEWTON

- 5.1 Area Commander Simon Newton will be retiring in the middle of 2022, having completed 30 years of service. The loss of the only member of the uniformed area command team with significant domain knowledge and experience is undesirable for the reasons outlined above.
- 5.2 This is further exacerbated by the fact that the group command team is relatively inexperienced; this will be further impacted imminently by the loss of at least one of the two remaining longest serving Officers to another fire and rescue service.
- 5.3 With this in mind the Chief Officer Group has asked Simon to re-engage on a fixed term contract to enable the Service to retain his valued and highly effective contribution to Chief Officer Advisory Group and to assist us in

ensuring our newer Officers at group command level are able to build their knowledge and experience by accessing his wide ranging and trusted counsel.

- 5.4 Under the terms of the Fire and Rescue National Framework for England any re-engagement must be justifiable, time limited and transparent. The Chief Officer Group believes the decision meets the first two criteria and in order to ensure transparency it is presented to Members in this public forum.

Source Document	Location	Contact Officer
Fire and Rescue National Framework for England	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf	Chris Strickland 01480 444506 chris.strickland@cambsfire.gov.uk

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Chief Fire Officer – Chris Strickland

PRESENTING OFFICER(S): Monitoring Officer - Shahin Ismail
01480 444500
shahin.ismail@cambsfire.gov.uk

DATE: 10 February 2022

RESULTS OF CONSULTATION WITH REPRESENTATIVE BODIES – CHANGES TO DISCIPLINARY POLICY AND PROCEDURE

1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on the consultation with representative bodies undertaken during November and December 2021 regarding proposed changes to the Discipline Policy and Procedure, specifically changes relating to the procedures for hearing appeals against dismissal.
- 1.2 This relates directly to the proposed changes to the Fire Authority's Terms of Reference and Scheme of Delegation, as discussed at the meeting of the Authority held on 4 November 2021.

2. Recommendations

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

3. Risk Assessment

- 3.1 **Political** – the proposed changes have been subject to consultation with the representative bodies in the interests of transparency and fairness.
- 3.2 **Legislative** – the proposed changes align with the police reforms in the Policing and Crime Act 2017 and are compliant with the requirements of the Local Government Act 1972.

4. Background

- 4.1 On 4 November 2021 Members received and agreed proposed changes to Fire Authority constitutional documents subject to consultation on one aspect, namely the proposal to remove the role of the Fire Authority to hear appeals against dismissal of staff.

- 4.2 Members agreed in principle to these changes and resolved to receive a further report at the conclusion of the consultation. This report sets out the consultation process and outcomes.

5. Consultation Process and Outcomes

- 5.1 Consultation was undertaken by Officers on behalf of the Chief Fire Officer during the period 22 November to 24 December 2021. All representative bodies were invited to submit their views and comments during the consultation period.
- 5.2 The consultation asked representative bodies to comment on proposed changes to the wording of the Discipline Policy and Procedure, to remove reference to appeals against dismissal being heard by the Fire Authority and to replace with reference to appeals against dismissal being heard by a higher level of manager than the level which heard the previous stage.
- 5.3 For clarity, the Discipline Policy and Procedure already states that hearings where one of the possible outcomes is dismissal must be heard by at least an Area Commander (including professional support staff equivalent). This means that any appeals against dismissal will, in practice, be heard by a member of the Chief Officer Group.
- 5.4 Officers responded fully to the comments received from representative bodies and no issues were raised which give cause to amend the proposed wording changes to the Discipline Policy and Procedure.
- 5.5 A summary of the main issues raised and the responses given are set out below;
- 5.5.1 **Comment:** Concern that decisions by the Chief Fire Officer (CFO) could (a) lead to a biased decision and (b) increase the risk of accusations of the CFO not wanting to overturn the decision of one of his senior managers.

Response: Any appeals would be heard not only by the CFO but by one of the Chief Officer Group, and these Officers are highly regarded and highly qualified to be able to make objective decisions based on facts. This group offers diversity in both operational and non-operational perspective and the three individuals bring their own unique skills sets to decision making. They would be fully able to make informed and evidenced based judgements without bias.

- 5.5.2 **Comment:** Appeal decisions should be left for a neutral panel to decide an outcome. This would ensure total objectivity.

Response: The change will better support operational independence, which promotes clear lines between the governance role of the Fire Authority and the responsibility of the CFO for operational matters. This separation of roles is also supported by ACAS, whose guidance on appeals is that an appeal should be heard by a manager who has not previously been involved in the case.

Our proposal is fully compliant with legal requirements and the ACAS Code of Practice and of course there remains an independent right of challenge to an employment tribunal. It is right that senior Officers should be accountable for employment decisions and we feel that accountability for dismissals should sit with the senior team rather than be placed on Members of the Fire Authority who are one step removed from day to day employment issues.

- 5.5.3 **Comment:** There is a need to recognise that hearing a case and dismissing a person, whether as part of the case hearing or appeal, can be stressful for the manager hearing the case. The advantage of an independent panel is to allow a decision by a majority to carry. No individual is expected to bear the responsibility and potential guilt of dismissing a member of staff by themselves.

Response: We are also very keen to support both the development of our staff and their welfare. We are satisfied that we have sufficient support in place to help our staff in these difficult cases.

- 5.5.4 **Comment:** If we ever lose the Fire Authority, it may be useful to have a ready made policy change to implement at that point. I would be happy to input into such a policy, to be kept in reserve, until the point at which our Authority is disbanded.

Response: In terms of governance change, a Police and Fire Commissioner would be stepping into the shoes of a Fire Authority and so the principles that we are trying to implement now would ensure that dismissal appeals are retained at operational level. We believe this change means accountability will be at an appropriate level regardless of governance arrangements.

6. Analysis of Responses

- 6.1 The views of the representative bodies is welcomed however they do not fundamentally alter the view of the Monitoring Officer that the proposals are fair, legally compliant and align with the principles within legislation that support operational decision making is retained under the remit of the CFO. On this basis, the recommendation is that the changes as proposed are not altered following the consultation.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Discipline Policy and Procedure	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Samantha Smith Head of People 01480 444500 samantha.smith@cambsfire.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**
Working together to improve community safety

TERMS OF REFERENCE

Version History

Version	Date	Comments
1	June 2006	
2	October 2006	Change in Committee structure
3	April 2007	Change in Committee structure
4	May 2009	Change in Committee structure
5	July 2012	Change in Committee structure
6	October 2015	Change in Committee structure
7	November 2021	

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1. FIRE AUTHORITY

1.1 The Fire Authority is responsible for **deciding**;

1.1.1 the Authority's strategic objectives and priorities,

1.1.2 the Authority's main service planning policies, including the Integrated Risk Management Plan (IRMP),

1.1.3 the Authority's annual budget and precept,

1.1.4 the Members' Allowances Scheme,

1.1.5 the Members' Code of Conduct,

1.1.6 the Protocol on Member/Officer Relations,

1.1.7 the Scheme of Delegation to Officers,

1.1.8 the terms of reference and composition of Committees,

1.1.9 the Authority's Standing Orders as to Meetings,

1.1.10 any significant delegation of functions to or from other organisations,

1.1.11 any other matters which by law are reserved to the Authority or which are referred to the Authority for determination,

1.1.12 any other matters of strategic importance referred to it by the Monitoring Officer and/or Chief Fire Officer/Chief Executive Officer.

1.2 The Fire Authority is responsible for **appointing**;

1.2.1 the Chair and Vice-Chair of the Authority,

1.2.2 representatives of the Authority on outside organisations,

1.2.3 members to the Authority's Committees,

1.2.4 the Chief Fire Officer/Chief Executive Officer,

1.2.5 ratification of the appointments of Deputy Chief Executive Officer and Assistant Chief Fire Officer,

1.2.6 Treasurer to the Fire Authority,

- 1.2.7 Monitoring Officer to the Authority.
- 1.3 The Fire Authority will **receive**;
 - 1.3.1 reports for information, scrutiny or decision making from the Authority's Policy and Resources Committee and Overview and Scrutiny Committee,
 - 1.3.2 any other matters which by law must be reported to the Authority or which are referred to the Authority for information.
- 1.4 The Fire Authority **Membership** is;
 - 1.4.1 Seventeen Members drawn from both constituent authorities.
- 1.5 Quorum is six Members provided that there is at least one Member from each constituent authority.

2. POLICY and RESOURCES COMMITTEE

- 2.1 The Policy and Resources Committee is authorised by the Fire Authority to monitor and make recommendations in relation to developing the Service priorities and objectives, Integrated Risk Management Plan (IRMP) and the Medium Term Financial Strategy.
- 2.2 The Committee monitors performance, budget and risk.
- 2.3 It has delegated responsibility for developing, monitoring and making recommendations to the Authority in respect of corporate services, strategy and policies related to the following areas;
 - 2.3.1 determine the Authority's ICT Strategy and consider matters relating to the Authority's use of IT,
 - 2.3.2 consider and make recommendations to the Authority on the Authority's annual budget and precept,
 - 2.3.3 consider and make recommendations to the Authority for the proposed Revenue and Capital Budgets, medium term financial plans, council tax levels and associated information prior to approval by the Authority,
 - 2.3.4 review and report on the quarterly and annual financial statements of the Authority to include consideration of any changes in budget allocations arising from changes in strategic policies and service plans,
 - 2.3.5 consider Treasury Management policy and strategy, determine the Authority's financial regulations and contract procedures review, approve and publish in accordance with the provisions of the Accounts and Audit Regulations 2012 (or

any statutory re-enactment) the Authority's annual Statement of Accounts, ensuring any accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Authority,

- 2.3.6 approve the Authority's Strategic Risk Register and associated actions to address identified risks and keep them under regular review,
- 2.3.7 monitor plans to develop and evaluate proposals for change of use, alteration, development or disposal of property and land assets,
- 2.3.8 ensure appropriate controls are in place to implement and monitor the Service's prioritisation process for capital expenditure on assets,
- 2.3.9 ensure appropriate controls are in place to manage the maintenance of assets and compliance with statutory obligations for example, asbestos regulations,
- 2.3.10 ensure an annual review of the Asset Management Plan and associated Capital Strategy,
- 2.3.11 determine the Authority's policies for the procurement of goods and services,
- 2.3.12 review and approve establishments and the organisational structure of the Authority,
- 2.3.13 consider and make recommendations to the Authority on policy and matters relating to the terms and conditions of all Authority employees,
- 2.3.14 monitor the implementation of the Workforce Development Strategy, any associated policies and procedures and the work of related forums,
- 2.3.15 consider and make recommendations to the Authority on the Equality and Inclusion Strategy and the annual Equality and Inclusion Compliance Report whilst monitoring progress of any associated action plans,
- 2.3.16 consider and determine all firefighter pension issues, receive and support staff pensions and the Local Pension Board,
- 2.3.17 determine the Authority's policies and contribution levels to partnership working with third parties, ensuring all such work is supported by legal agreement and framework,
- 2.3.18 monitor and evaluate any such partnership working to ensure compliance and added value for the residents of Cambridgeshire,

- 2.3.19 respond on behalf of the Authority to consultation papers relating to proposals which may impact on the Authority,
- 2.3.20 oversee the public relations and communications activities of the Authority,
- 2.3.21 oversee member induction, training and development,
- 2.3.22 review and monitor progress and performance in achieving strategic objectives (as set out in the Authority service priorities and IRMP), making recommendations to the Authority on measures to improve where necessary,
- 2.3.23 receive reports and make recommendations to the Authority on Operational Assessments and value for money reviews,
- 2.3.24 monitor and review business continuity planning and ensure resilience of services provided by the Authority,
- 2.3.25 receive the Minutes of the Overview and Scrutiny Committee and consider matters arising from those Minutes,
- 2.3.26 consider and if appropriate determine any other matters which may be referred to the Committee by the Authority or any of its committees,
- 2.3.27 convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.
- 2.4 The Policy and Resources Committee **Membership** is;
- 2.4.1 Nine Members none of which shall be members of the Overview and Scrutiny Committee.
- 2.5 Quorum is three Members.

3. OVERVIEW and SCRUTINY COMMITTEE

- 3.1 The Overview and Scrutiny Committee reviews and scrutinises strategic decisions, policies and processes, and considers matters of internal and external audit, governance, anti fraud and corruption, the annual Statement of Accounts and related treasury management matters and risk management.
- 3.2 It is also responsible for the scrutiny of performance and challenging the Authority when carrying out the responsibilities referred to below through an agreed annual work programme of Member-led reviews.
- 3.3 The Committee has delegated responsibility to;

- 3.3.1 determine the scope and depth of the annual internal and external audit plans and the internal audit strategy, ensuring they give value for money,
- 3.3.2 review the annual internal and external audit reports, consider and make recommendations to the Authority on any action plans arising from them including a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Authority's corporate governance arrangements,
- 3.3.3 review and approve the Authority's Statement of Assurance,
- 3.3.4 review the Annual Governance Statement prior to its approval by the Authority,
- 3.3.5 review corporate governance arrangements and report to the Authority any significant issues,
- 3.3.6 consider and make recommendations to the Authority on reports dealing with the management and performance of the providers of internal audit services,
- 3.3.7 consider specific reports, as agreed with the Treasurer, Internal Audit, Monitoring Officer, Chief Fire Officer/Chief Executive Officer or external audit and to make decisions as appropriate,
- 3.3.8 oversee investigations arising out of fraud and corruption allegations,
- 3.3.9 determine insurance matters not delegated to Officers or another Committee,
- 3.3.10 consider and determine, as appropriate, such other matters as are required in legislation or guidance to be within the proper remit of this Committee,
- 3.3.11 review any issue referred to it by the Chief Fire Officer/Chief Executive Officer, Treasurer, Section 121 Officer and Monitoring Officer,
- 3.3.12 monitor the Authority's policies on raising concerns at work and the anti-fraud and anti-corruption strategy and the Authority's complaints process,
- 3.3.13 consider the Authority's arrangements for compliance with its own and other published standards and controls for corporate governance and agreeing necessary actions to ensure compliance with best practice,
- 3.3.14 agree a programme of Member-led reviews on any operational or strategic matter to ensure delivery of value for money compliant with best practice,
- 3.3.15 monitor and review the Authority's Strategic Risk Register and ensure that appropriate controls are being implemented to mitigate the risks identified,

- 3.3.16 receive regular reports from the Business Development Programme Board and monitor the delivery of key projects and programmes,
- 3.3.17 monitor the Authority's performance against its targets and those contained in the Integrated Risk Management Plan (IRMP),
- 3.3.18 develop arrangements for the scrutiny of the Authority's policies and services with a view to improving efficiency, effectiveness or economy,
- 3.3.19 convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.

3.4 The Overview and Scrutiny Committee **Membership** is;

- 3.4.1 Eight Members none of which shall be members of the Policy and Resources Committee.

3.5 Quorum is three Members.

4. Hearings Panel (Sub Committee of the Overview and Scrutiny Committee)

4.1 The Hearings Panel has the following **functions**;

- 4.1.1 when matters are referred by the Monitoring Officer, to (i) grant dispensations to Members and co-opted Members allowing them to participate in the debate and/or vote on any matter in which they have a disclosable pecuniary interest (ii) on matters being referred by the Monitoring Officer to decide whether complaints concerning Members should be investigated,
- 4.1.2 to hear complaints that have been referred to them by the Monitoring Officer alleging breaches of the Members' Code of Conduct and to determine appropriate sanctions or actions where a breach is found.

4.2 The Hearings Panel is to consist of three Members of the Overview and Scrutiny Committee.

4.3 Quorum is all three Members.

4.4 Members shall receive appropriate training on Code of Conduct investigations, breaches and sanctions prior to sitting as a Hearings Panel.

5. PERFORMANCE REVIEW COMMITTEE

- 5.1 The Performance Review Committee will conduct the quarterly performance review of the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer and Assistant Chief Fire Officer and determine, where appropriate, the salaries of said posts.

5.2 The Performance Review Committee Membership is three Members (Chair, Vice-Chair and Leader of main political party).

5.3 Quorum is all three Members.

6. APPOINTMENTS COMMITTEE

6.1 The Appointments Committee will determine arrangements for recruitment to the post of Chief Fire Officer/Chief Executive Officer and make a recommendation of appointment to the Authority for final approval.

6.2 The Appointments Committee **Membership** is seven Members to include Chair, Vice-Chair and five others provided that at least one member is from each constituent authority.

6.3 Quorum is three Members.

7. FIRE AUTHORITY DISCIPLINARY and GRIEVANCE COMMITTEE

7.1 The Fire Authority Disciplinary and Grievance Committee will hear and determine;

7.1.1 allegations of misconduct against the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer or Assistant Chief Fire Officer,

7.1.2 grievances of the Chief Fire Officer/Chief Executive Officer, Deputy Chief Executive Officer or Assistant Chief Fire Officer.

7.2 The Fire Authority Disciplinary and Grievance Committee **Membership** is three Members.

7.3 No member of the Disciplinary and Grievance Committee shall sit on the Fire Authority Appeals Committee.

7.4 Members shall receive appropriate training prior to sitting as a Disciplinary and Grievance Committee.

7.5 Quorum is all three Members.

8. FIRE AUTHORITY APPEALS COMMITTEE

8.1 The Fire Authority Appeals Committee will hear and determine appeals from decisions made by the Fire Authority Disciplinary and Grievance Committee.

8.2 The Fire Authority Appeals Committee **Membership** is three Members.

8.3 No member of the Appeals Committee shall sit on the Disciplinary and Grievance Committee.

8.4 Members shall receive appropriate training prior to sitting as an Appeals Committee.

8.5 Quorum is all three Members.

9. APPEALS (PENSIONS) COMMITTEE

9.1 The Appeals (Pensions) Committee will consider and determine Stage 2 disputes in line with the requirements of the Pensions Acts.

9.2 The Appeals (Pensions) Committee **Membership** is three Members.

9.3 Members shall receive appropriate training on pensions issues prior to sitting as an Appeals (Pensions) Committee.

9.4 Quorum is all three Members.

10. JOINT CONSULTATIVE COMMITTEE (JCC)

10.1 The aims of this non-executive Committee are;

10.1.1 to be a consultative body rather than a forum for negotiation,

10.1.2 to allow dialogue on issues and concerns by members, the recognised unions or the Chief Fire Officer/Chief Executive Officer as they emerge,

10.1.3 to identify common interests and ways of promoting them within the fire service.

10.2 Other procedural arrangements for this Committee are as follows;

10.2.1 proposed agenda items to be submitted to the Monitoring Officer at least two weeks before the date of the meeting,

10.2.2 agenda items shall not include items which are dealt with by established negotiating and consultative processes,

10.2.3 the Committee is not a decision making forum but will receive reports, guide discussions and make recommendations as appropriate,

10.2.4 minutes of meetings will be agreed with the Chair and Vice-Chair and circulated to all JCC members, members of the Fire Authority and placed on the intranet/website,

- 10.2.5 any member of the Committee may invite advisers to assist with specific items on the agenda.
- 10.3 The Joint Consultative Committee **Membership** is five Fire Authority Members, two trade union/association representatives (FBU, FRSA, Unison) and Senior Officers.
- 10.4 Quorum is two Fire Authority Members, two trade union/association representatives who represent two separate trade unions/associations and one Senior Officer.
- 10.5 The Chair and Vice-Chair of the JCC shall be members of the Fire Authority.
- 10.6 Meetings to be held up to six times a year.

11. FIRE AUTHORITY SEMINARS

- 11.1 Fire Authority seminars will be held on an as and when required basis to ensure members have an opportunity to discuss and debate any matter referred for consideration by the Chief Officer Group and/or Chair of the Authority to include but not limited to Authority agenda items, matters of national and local importance, consultations and policy development.



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**
Working together to improve community safety

SCHEME OF DELEGATION

The Authority has agreed the following delegation of its powers and duties to Committees and Officers. The exercise of any power or duty referred to in the Scheme of Delegation is to be subject to compliance with the law, the provisions of this Constitution, sufficient budgetary provision having been made and to any decision of the Authority.

Version History

Version	Date	Comments
1	October 2004	Appointment of Treasurer and amendment of scheme
2	February 2007	Organisational structure amendments
3	August 2016	Financial limit updates
4	September 2018	Terminology updates
5	November 2021	

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1. GENERAL ARRANGEMENTS

- 1.1 The Cambridgeshire and Peterborough Fire Authority has legal responsibility to ensure that an efficient and effective fire and rescue service is provided for the residents of Cambridgeshire and Peterborough.
- 1.2 The Authority has agreed the following delegation of its powers and duties to its Officers. The exercise of any power or duty referred to in the Scheme of Delegation is to be subject to compliance with the law, the provisions of this Constitution, sufficient budgetary provision having been made and to any decision of the Authority.
- 1.3 The Chief Fire Officer and other named Officers in this Scheme of Delegation are authorised to discharge the functions of the Fire Authority in relation to the services and activities for which they are responsible, in accordance with this Scheme of Delegation, subject to the requirements in paragraph 1.4.
- 1.4 Any decision or action shall comply with;
 - 1.4.1 legal requirements,
 - 1.4.2 the Fire Authority's Financial Regulations,
 - 1.4.3 the Fire Authority's Standing Orders; all relevant resolutions, orders and directions of the Fire Authority and of any operational Committee.
- 1.5 Named Officers shall not discharge any function, the exercise of which is by law expressly vested in the Fire Authority or a Committee.
- 1.6 Without derogating from the discharge of functions under these arrangements;
 - 1.6.1 the Chief Fire Officer and other named Officers shall maintain close liaison with Members representing the political groups in relation to any

matter, which in their opinion may be regarded as sensitive or contentious by any such group,

- 1.6.2 where a Member has made known to the Chief Fire Officer or other named Officer their legitimate interest, the Chief Fire Officer or other named Officer shall keep the Member informed of significant developments relating to the matter.
- 1.7 The existence of a delegation to the Chief Fire Officer or other named Officer shall not require them to take a decision on that issue and they may refer the matter for guidance or decision by Members if they consider it is appropriate to do so. In so doing the Chief Fire Officer or other named Officer shall advise the Member(s) concerned of the extent of their delegated powers relating to the matter.
- 1.8 The Authority conferred upon the Chief Fire Officer or other named Officer may be exercised in their absence or at other times by an Officer authorised by the Chief Fire Officer or other named Officer in accordance with any directions of the Chief Fire Officer or other named Officer.
- 1.9 The Chief Fire Officer in consultation with the Chair of the Authority shall determine any case in which there is uncertainty whether a named Officer is authorised to act under these arrangements.
- 1.10 Reference in these arrangements to the discharge of functions of the Fire Authority include references to the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of those functions and the Chief Fire Officer or other named Officer is authorised to act accordingly.

2. URGENCY POWERS OF CHAIR OF AUTHORITY

- 2.1 When a decision which requires Member approval needs to be made urgently, the Chair or Vice-Chair of the Authority may make such decision, in consultation with the Chief Fire Officer (or a chief officer in his/her absence) and or Monitoring Officer.

- 2.2 A decision under urgency powers shall only be made if it is not reasonably practicable to call a special meeting of the Authority or relevant Committee at which to take the decision.
- 2.3 A decision made under urgency powers shall be communicated to the Members of the Authority as soon as practicable and in any event will be reported to the next scheduled meeting of the Authority or one of its Committees, setting out the full rationale for the decision.

3. DELEGATIONS TO THE CHIEF FIRE OFFICER

Role of Chief Fire Officer/Chief Executive Officer/Head of Paid Service

- 3.1 The Chief Fire Officer has overall responsibility to ensure the fire and rescue service meets its legal obligations under legislation and the Fire and Rescue National Framework. The Chief Fire Officer also has overall responsibility for securing economy, efficiency and effectiveness. The Chief Fire Officer acts as Head of Paid Service under the provisions of the Local Government and Housing Act 1989.
- 3.2 **As Chief Fire Officer;**
 - 3.2.1 the senior leader in the Service, providing strategic leadership and management of all staff,
 - 3.2.2 responsible for the development and implementation of the Service Integrated Risk Management Plan,
 - 3.2.3 effective joint working with partners,
 - 3.2.4 the senior operational commander in the Service.
- 3.3 **As Chief Executive Officer and Head of Paid Service;**
 - 3.3.1 responsible for advising the Fire Authority and for ensuring, along with the Authority's Monitoring Officer and Treasurer, that the Authority can effectively discharge all responsibilities imposed upon it by statute and guidance,

- 3.3.2 overall management responsibility for risk and financial control for the Service.

Specific Delegations

- 3.4 The Chief Fire Officer has authority over all other Officers so far as this is necessary for the efficient management and execution of the Fire Authority's functions. The Chief Fire Officer's duties include;
- 3.4.1 advising the Fire Authority on matters of general policy,
 - 3.4.2 being responsible for the efficient and effective implementation of the Fire Authority's programmes and policies,
 - 3.4.3 reviewing the organisation and administration of the Service,
 - 3.4.4 the development and implementation of effective and equitable staffing practices and policies,
 - 3.4.5 the maintenance of good internal and external relations,
 - 3.4.6 being responsible for the efficient and effective implementation of health and safety legislation,
 - 3.4.7 to act as controller in war and be empowered to exercise all the powers of the Fire Authority in the event of circumstances arising in which the Fire Authority is unable to act,
 - 3.4.8 to determine any case where there is uncertainty as to which Officer is authorised to act under the Fire Authority's general Scheme of Delegation to Officers,
 - 3.4.9 to determine, in consultation with the relevant Members, the Fire Authority's response to any future industrial action affecting the Fire Authority's services,
 - 3.4.10 to make all personnel appointments up to and including the level of Principal Officer and to determine the remuneration and conditions of service of each post. The appointment of a Principal Officer will be subject to ratification by the Fire Authority,

- 3.4.11 authority to discipline, (including termination of employment and determine appeals against dismissal) of all uniformed and local government employees and to determine appeals against any decision in which they did not participate in accordance with the relevant disciplinary procedures where applicable and otherwise in accordance with the Fire Authority's disciplinary scheme,
- 3.4.12 authority to agree on behalf of the Fire Authority local conditions of service to supplement the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service, (the 'Grey Book'), and the National Joint Council for Local Government Services, National Agreement on Pay and Conditions of Service, (the 'Green' book),
- 3.4.13 authority to exercise on behalf of the Fire Authority any discretion afforded to the employer (but not exercised by the Fire Authority) by the Grey Book, Green Book and Gold Book,
- 3.4.14 authority to make any decision (other than a request for reconsideration) required to be made by the Fire Authority under the Firefighters' Pension Scheme Order 1992 and 1996 and amendments and the Local Government Pension Scheme,
- 3.4.15 authority to consider and authorise an extension to full sick pay in exceptional circumstances subject to the merits of each individual case,
- 3.4.16 to direct effective public relations and media services to promote the Fire Authority within the community,
- 3.4.17 to follow the appropriate procedures for the invitation and acceptance of tenders/quotations as set out in Standing Orders as to Contracts,
- 3.4.18 to dispense with or approve requests to dispense with any provision of Standing Orders relating to contracts in consultation with (a) the Deputy Chief Executive Officer of the Fire Authority in relation to contracts up to a fixed sum (A7 in paragraph 9), or (b) the Deputy Chief Executive Officer and the Fire Authority Chair in relation to higher value contracts (A8 in paragraph 9),

- 3.4.19 to be responsible for the control of personnel and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to the Service,
- 3.4.20 to declare land surplus to requirements provided that the capital value or the annual rental does not exceed a fixed sum (A5 and A6 in paragraph 9),
- 3.4.21 to authorise and approve, in conjunction with the appropriate Officers, the acquisition of land and the taking or variation in taking, of leases, licences, applications and easement of or over any land, (including buildings), where either the capital payment or the annual rental do not exceed a fixed sum (A5 and A6 in paragraph 9),
- 3.4.22 to dispose of land, (and the granting of leases, licences, applications and easements in relation to the same), irrespective of its value provided that the land has been declared surplus to requirements by the Fire Authority,
- 3.4.23 to exercise corresponding powers and duties delegated to Officers of the Fire Authority where these or similar powers and duties are included in revised Acts, Orders or Regulations.

4. DELEGATIONS TO THE DEPUTY CHIEF EXECUTIVE OFFICER AND TREASURER OF THE FIRE AUTHORITY

Role of Deputy Chief Executive Officer and Treasurer

- 4.1 The Deputy Chief Executive Officer has responsibility for;
 - 4.1.1 providing strategic leadership to all staff and overall co-ordination of the fire and rescue service,
 - 4.1.2 development of organisational strategy, best practice, effective joint working with partners and delivering efficiency and effectiveness,
 - 4.1.3 provide strategic advice and guidance to the Fire Authority,
 - 4.1.4 ensure robust financial governance.

Specific Delegations as Deputy Chief Executive Officer

- 4.2 To deputise for the Chief Fire Officer in his absence, with day to day non-operational management decision making powers.
- 4.3 The Deputy Chief Executive Officer is responsible for;
 - 4.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 4.3.2 budget preparation and its management to the specified timetable, including identification and costing of budget options,
 - 4.3.3 the preparation of timely budgetary control reports,
 - 4.3.4 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,
 - 4.3.5 providing financial advice and support to the Chief Fire Officer and budget holders in line with the financial framework of the Fire Authority,
 - 4.3.6 managing the procurement and monitoring of bought-in financial services,
 - 4.3.7 understanding the nature of the reporting needed for the Fire Service under Sections 112 and 114 of the Local Government Finance Act 1988 and obtaining the necessary information to enable a report to be made,
 - 4.3.8 initiating exception and routine reports on Section 112 and 114 issues, as necessary,
 - 4.3.9 ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols,
 - 4.3.10 to be responsible for ensuring proper standards of financial management within the Service,
 - 4.3.11 to be responsible for budgetary control and the monitoring of expenditure and income,

- 4.3.12 to make arrangements and be responsible for the payment of salaries and wages to all employees and pensioners including: making deductions of trade unions subscriptions from pay on behalf of recognised trade unions on request, implementing schemes which permit voluntary deductions from pay for charities and other benevolent organisations where practicable and determining, in consultation with the Chief Fire Officer, future applications for the early payment of deferred pension rights and implementing national salary and wage awards to employees,
- 4.3.13 to sanction virements between main revenue budget heads subject to certain financial limits, (A1 in paragraph 9), and other conditions as set out in Financial Regulations,
- 4.3.14 to sanction capital virements between capital programme heads subject to certain financial limits, (A2 in paragraph 9), and other conditions set out in Financial Regulations,
- 4.3.15 to implement the insurance and risk management policies and report annually to the Fire Authority on the arrangements that are in place,
- 4.3.16 to write off certain bad or irrecoverable debts or deficiencies relating to stores or property up to certain financial limits, (A3 in paragraph 9), or in certain defined circumstances,
- 4.3.17 to be authorised to visit all establishments of the Fire Authority, to have access to all Fire Authority and Service documents, other records, computers systems and property and to require relevant information or explanation from any Officer,
- 4.3.18 to make loans in furtherance of Service objectives to employees and associated organisations up to a maximum amount, (A4 in paragraph 9), and subject to certain provisos,
- 4.3.19 to amend any guidance on the application of Standing Orders relating to contracts and to dispense with any individual requirement in special circumstances as agreed by the Chief Fire Officer or the Fire Authority as appropriate,
- 4.3.20 to commence supply of goods and services in advance of an executed contract in exceptional circumstances,

- 4.3.21 to compile lists of potential contractors and criteria for short-listing,
- 4.3.22 to conduct pre and post tender negotiations with tenderers after the receipt of tenders in accordance with the requirement of Standing Orders relating to contracts,
- 4.3.23 to select and manage schemes for internal and external insurance risks,
- 4.3.24 to fix, waive or vary charges in appropriate circumstance where no statutory fee is prescribed, in consultation with the Chief Fire Officer,
- 4.3.25 to be responsible for the effective delivery of support services to the Fire Authority (legal, numerical services, insurance claims, management, payroll, pensions, audit, etc),
- 4.3.26 to ensure that any issue of concern in the financial management of the Fire Authority is drawn to the attention of the Chief Fire Officer,
- 4.3.27 to co-ordinate, in consultation with the appropriate Members and trade unions, the Fire Authority's response to retention/recruitment problems within the agreed financial and policy framework,
- 4.3.28 to maintain the list of politically restricted posts under the Local Government and Housing Act 1989,
- 4.3.29 to update the Scheme of Delegation to reflect revised Acts, Orders and regulations and new or revised constitutional documents approved by the Fire Authority,
- 4.3.30 to be responsible for the efficient and effective training of all service personnel in accordance with relevant legislative requirements and Home Office recommended standards,
- 4.3.31 to be responsible for the strategic planning of the Fire Authority and to make applications for planning permission under the appropriate Town and Country Planning Regulations,
- 4.3.32 to appoint architects and other consultants for Fire Authority projects and to inform the appropriate Members of all appointments and review performance,

- 4.3.33 to be responsible for the effective implementation of all human resources policies of the Fire Authority.

As Treasurer to the Fire Authority

- 4.4 The Treasurer to the Fire Authority shall discharge the responsibilities identified in Financial Regulation 1.2 under Section 112 and 114 of the Local Government Finance Act 1988;
 - 4.4.1 proper administration of the Fire Authority's financial affairs,
 - 4.4.2 identification of potential unlawful, unbudgeted expenditure.
- 4.5 The Treasurer may and in consultation with the Fire Authority, discharge some of these duties through other appropriate Officers. However ultimate responsibility will be retained for;
 - 4.5.1 reporting as appropriate to the Chief Fire Officer and/or the Fire Authority,
 - 4.5.2 raising significant issues of under-performance with the Chief Fire Officer,
 - 4.5.3 establishing a robust monitoring and reporting framework to ensure the proper discharge of Section 112 and 114 functions,
 - 4.5.4 ensuring the maintenance of an adequate and effective internal audit service,
 - 4.5.5 receiving reports from the Chief Fire Officer and any other Officer delegated to produce such reports,
 - 4.5.6 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
- 4.6 The Treasurer will also discharge the following responsibilities;
 - 4.6.1 strategic financial advice to the Fire Authority, including the establishment of budget strategy/guidelines relating expenditure to likely resources and the charges to the constituent financing authorities,

- 4.6.2 setting the financial framework including adequate standards, protocols and procedures for budgeting, accounting, systems and reporting and for establishing a framework of monitoring to ensure these requirements are met,
- 4.6.3 maintaining the Fire Authority's accounts,
- 4.6.4 preparing reports and accounts, together with their submission, to the Fire Authority,
- 4.6.5 review and approval of all financial information formally provided to the Fire Authority and its Members (including budgetary control reports),
- 4.6.6 the review and approval of schemes of financial delegation,
- 4.6.7 advising the Chief Fire Officer and other Officers as appropriate on the issues and circumstances in which Section 112 and 114 reporting is needed,
- 4.6.8 accepting routine and exception Section 112 and 114 reports from the Chief Fire Officer, Senior Officers, budget holders and the Fire Authority's Internal Auditor.

5. DELEGATIONS TO THE ASSISTANT CHIEF FIRE OFFICER

Role of Assistant Chief Fire Officer

- 5.1 The Assistant Chief Fire Officer has responsibility for;
 - 5.1.1 providing strategic leadership to all staff and overall co-ordination of the fire and rescue service,
 - 5.1.2 development of organisational strategy, best practice, effective joint working with partners and delivering efficiency and effectiveness,
 - 5.1.3 provide strategic advice and guidance to the Fire Authority,
 - 5.1.4 ensure compliance with responsibilities and duties outlined within the Fire Service Act and Fire Safety Order.

Specific Delegations

- 5.2 To deputise for the Chief Fire Officer in his absence on operational decision making.
- 5.3 The Assistant Chief Fire Officer is responsible for;
 - 5.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 5.3.2 understanding the nature of the reporting needed for their services under Sections 112 and 114 of the Local Government Finance Act 1988,
 - 5.3.3 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,
 - 5.3.4 obtaining the necessary information about their services to enable them to report (including receiving reports from the appropriate Accountants),
 - 5.3.5 initiating exception and routine reports, as necessary, to the Deputy Chief Executive Officer,
 - 5.3.6 to exercise the functions of the Fire Authority in relation to the means of escape in case of fire, fire precautions in any premises, licensed premises, factories, offices, shops and railway premises,
 - 5.3.7 to undertake the powers and functions relating to the Regulatory Reform (Fire Safety) Order 2005 and associated regulations,
 - 5.3.8 to exercise control over the operational delivery and performance of the Service,
 - 5.3.9 to deliver the operational aspects of the Service within recommended Home Office guidelines,
 - 5.3.10 to direct a performance monitoring system to ensure the Service is performing to the expectations of the community and to the requirements of the Home Office and other national organisations,
 - 5.3.11 to ensure an optimal number of appropriately trained operational staff are available within the Service area to meet operational requirements at all times,

- 5.3.12 to provide an effective recruitment and retention system relating to operational firefighter posts,
- 5.3.13 to be responsible for the effective implementation of all legislative requirements relating to equal opportunities and fairness in employment policies,
- 5.3.14 to direct the provision of an efficient communications and mobilising system to ensure that the Service meets its statutory functions,
- 5.3.15 to direct the operational support functions of the Service in respect of water supplies, fire ground intelligence, operational equipment and other associated responsibilities.

6. DELEGATION OF AUTHORITY TO BUDGET HOLDERS OF THE FIRE AUTHORITY

- 6.1 Budget holders are responsible for;
 - 6.1.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 6.1.2 understanding and ensuring compliance with internal control and the requirements of standing orders, financial regulations and control standards and other corporate financial standards, rules and protocols,
 - 6.1.3 complying with approved schemes of delegation,
 - 6.1.4 timely implementation of agreed audit recommendations,
 - 6.1.5 the introduction and maintenance of adequate and cost-effective systems of internal control within their area of responsibility,
 - 6.1.6 initiating exception reports where necessary to senior Officers,
 - 6.1.7 reporting any potential overspending to their line manager in a timely manner to allow for corrective action to be taken where required.

7. ROLE OF THE MONITORING OFFICER AND LEGAL ADVISER TO THE FIRE AUTHORITY

- 7.1 To operate as the Fire Authority's Monitoring Officer under the provisions of the Local Government and Housing Act 1989.
- 7.2 To act as Proper Officer for the Local Government, (Committees and political groups), Regulations 1990 and to be authorised to give effect to the wishes of political groups in relation to their membership of the Fire Authority and its Committees.
- 7.3 To affix the common seal to all documents necessary to bring into effect decisions of the Fire Authority or any of its Committees, sub Committees or Officers acting in pursuance of powers delegated.
- 7.4 To serve statutory notices to ascertain the legal interest of any person in the land.
- 7.5 To give legal advice to the Fire Authority, its Officers and Members and to commission specialist legal advice and representation as required.
- 7.6 To authorise the institution or defence of legal proceedings at common law or under any enactment, statutory instrument, order or byelaw conferring functions on the Fire Authority or in respect of functions undertaken by the Fire Authority.
- 7.7 To authorise Officers for the purposes of Sections 44, 45 and 46 of the Fire and Rescue Services Act 2004 to exercise the powers contained therein and to appoint Officers as inspectors under Part 3, Article 26, of the Regulatory Reform (Fire Safety) Order 2005, to exercise the powers of inspection under Article 27 contained in the Regulatory Reform (Fire Safety) Order 2005 and regulations made there under and to exercise the powers contained in the Licensing Act 2003.
- 7.8 To decide upon a Members "need to know" and decline inspection of any document which is privileged due to legal proceedings. The Member may appeal against this decision to the Fire Authority.

8. ROLE OF THE FIRE AUTHORITY'S INTERNAL AUDITOR

- 8.1 The Fire Authority's Internal Auditor is responsible for the independent audit of control systems within the Authority to assess their adequacy to ensure;
 - 8.1.2 reliable financial and other management information and reporting,
 - 8.1.3 compliance with laws, regulations, policies, rules, etc,
 - 8.1.4 properly safeguarded assets and interests,
 - 8.1.5 efficient and effective operations,
 - 8.1.6 recommending and gaining acceptance of improvements to systems of internal control identified as necessary during the course of audits; reporting all findings and issues transparently through the prevailing democratic processes,
 - 8.1.7 initiating on an exception basis such reports that are necessary for the Treasurer and /or Chief Fire Officer,
 - 8.1.8 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 8.1.9 providing advice on the nature of internal control, the potential consequences of poor control and the control options available to reduce or limit risk,
 - 8.1.10 assist as required in the investigation of potential fraud and corruption within the Service.

9. FINANCIAL LIMITS OF DELEGATED POWERS

A1	Approval by Treasurer to the Fire Authority of revenue virement	£250,000
A2	Approval by Treasurer to the Fire Authority of capital virement	£250,000
A3	Approval by Treasurer to the Fire Authority of debt write-off in consultation with the Chair of the Policy and Resources Committee	Up to £10,000
Land Transactions		
A5	Capital Sum	£250,000
A6	Annual Rental	£100,000
Contract Value		
A7	Chief Fire Officer in consultation with the Treasurer to the Fire Authority	Up to £50,000
A8	Chief Fire Officer and Treasurer to the Fire Authority in consultation with the Chair of the Fire Authority, to be reported on annually to the Fire Authority	From £50,000 to the Government Procurement Agreement Threshold