

FIRE AUTHORITY



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

Date: Thursday, 06 February 2020

14:00hr

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

AGENDA

Open to Public and Press

- 1 Apologies for Absence**
- 2 Minutes of the Fire Authority meeting held 7th November 2019 5 - 10**
- 3 Chairman's Announcements**
- 4 Declarations of Interest**

DECISIONS

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The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman)

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

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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

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

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

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

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Thursday 7th November 2019

Time: 2.00 – 2.40pm

Present: Cambridgeshire County Council:

Councillors: S Bywater, I Gardener, J Gowing, S Kindersley, M McGuire, K Reynolds (Chairman), T Rogers, J Scutt, M Shellens and M Smith

Peterborough City Council:

Councillors: M Jamil and D Over (Vice-Chairman)

Officers Present: M Warren, S Ismail, J Anderson and D Cave

Also present:

113. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ashwood, Bond, Giles, Goodwin and Harford.

114. MINUTES OF THE FIRE AUTHORITY MEETINGS HELD 20TH JUNE AND 30TH JULY 2019

The minutes of the Fire Authority meetings held 20th June and 30th July were agreed as a correct record, and signed by the Chairman.

115. CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that the Chief Fire Officer was unable to attend the meeting as he was attending the passing-out parade for new CFRS recruits.

With regard to the Grenfell Tower Inquiry, the Chairman advised the Fire Authority had set up a group to consider the recommendations made in the Phase One Report, and would make any necessary changes to policy and procedures. In the weeks following the Grenfell Tower fire, CFRS had visited all of the high rise premises in the county and ratified the risk information. The Fire Survival Guidance was also updated to ensure that it was relevant and targeted to individual premises.

The Chairman reported on the tragic death of Firefighter Josh Gardener from West Wales Fire and Rescue Service who sadly lost his life on 17 September 2019 during a training exercise. A representative of CFRS attended his funeral. This tragic event underlined the risks taken by firefighters on a daily basis. The Chairman commented that he took very personally any unwarranted criticism directed at operational staff across the country.

A collaborative Community Safety role focusing on delivering road safety initiatives was being developed with the Police. This role would also be involved with water safety and children and young people safety initiatives. The effectiveness of the post would be reviewed after six months.

The Fire Service had also been working with Suffolk Fire and Rescue Service for a number of years, with a view to procuring a state of the art mobilising/radio system. The procurement exercise had been completed and Systel, a French company with a proven track record in this field, had been selected. The system is expected to be implemented next year.

In September, the Service hosted a visit from the Shanghai Municipal Civil Defence Office, who were keen to visit and learn from a fire and rescue service that was “performing to a high standard”. Delegates spent time at Huntingdon fire station.

The Chairman commented that it was regrettable that the Fire HQ car park was not being used in the manner it should, but it was anticipated that a car park barrier would be erected shortly, to prevent parking by individuals who were not staff or visitors to Fire HQ.

A Member commented on the Grenfell Phase One Report. Whilst acknowledging that nothing was ever perfect, and that lessons could always be learned, he expressed his confidence in Cambridgeshire Fire and Rescue Service, and in particular, the front line officers who had to deal with extraordinary situations on a daily basis. The Chairman and other Fire Authority Members endorsed these comments, and it was agreed that a message would be sent to all staff. Members were surprised and disappointed by the level of criticism aimed at front line firefighters in the Grenfell Phase One Report.

116. DECLARATIONS OF INTEREST

There were no declarations of interest.

117. FIRE AUTHORITY COLLABORATION OVERVIEW AND UPDATE REPORT

The Fire Authority considered an update on the Service’s many collaboration activities, and how these were being monitored and reviewed. All collaborations were reviewed to ensure that they were still meeting the Service’s business needs, providing value for money and risk mitigation or opportunity realisation, and demonstrated the effective use of resources. It was noted that the Collaboration Register was updated regularly.

Fire Authority Members noted some of the report highlights, including the use of Northamptonshire Fire and Rescue Service’s Fire Behaviour Training facility, as the Hot Fire site at Marshalls was no longer available.

In discussion, individual Members raised the following points:

- suggested offering facilities for mobile NHS units such as the Mammogram unit. Officers agreed to look in to this. **Action required;**
- requested an update on the Red Cross Fire Victim Support Memorandum of Understanding. **Action required;**

- noted that the RAF and USAF resources referred to in the Register related to specialist equipment owned by these Forces e.g. specialist water carrier. It was agreed that the Register would be updated to reflect this information. **Action required;**
- noted the inclusion of the prospective Police site at Monkswood for a training facility. It was confirmed that this was a collaboration that was being worked towards, and there had been a volume of correspondence between the Police and Crime Commissioner (PCC) and the Chairman on this issue. The Chairman advised Members he would be copying his latest letter to them. The Chairman regretted that the PCC appeared to be moving the goalposts. It was therefore imperative that a “Plan B” was identified and implemented to provide the much needed facility for staff. The Grenfell Tower incident had highlighted the importance of having fit for purpose training facilities, and the current facilities were lacking; and it would be difficult to demonstrate that the requisite facilities were in place if the Service was challenged.

It was resolved unanimously to:

Note the collaboration update, as at October 2019, within the report and attached at Appendix 1 to the report.

118. EQUALITY AND INCLUSION COMPLIANCE REPORT 2018/19 (INCORPORATING GENDER PAY GAP)

The Fire Authority considered a report about equality progress in the year 2018-19 and the gender pay gap as at March 2019. This ensured that the Authority met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

Members were advised that this report had been considered in depth at the Policy and Resources Committee on 17 October 2019, where a number of changes were made. Attention was drawn to the executive summary, which set out progress against objectives, including:

- *Improved attendance of all business communities in Cambridgeshire at fire safety business seminars.* Limited English language skills had proved to be a barrier previously, and it was pleasing to note that there had been an increase in attendance by Black and Minority Ethnic (BAME) groups;
- *Ensuring Safe and Well Visit data analysed to understand BAME engagement –* visits were aimed at those most vulnerable to being injured or killed in fire, including older people who have a disability, impaired mobility or who were vulnerable in some other way. Members noted the ways in which these clients were identified;
- *Improving staff skills in engaging with different communities –* this covered all aspects of community safety work including dementia awareness, mental health wellbeing, vulnerable residents. This would now be included as part of induction training for all new firefighters and part of the ongoing training for wholetime operational personnel;

- *Improving workforce diversity* – duty operational crews had increased attendance at community events that provided opportunity to engage with communities under-represented in the CFRS workforce e.g. PRIDE, celebrating LGBTQ+ communities;
- *Taking action to understand and reduce the gender pay gap* – a specific piece of work had been commissioned to look at Gender Pay Gap. This would be reported back to the Policy and Resources Committee in December.

In response to a query about the Safe and Well visits, it was noted that 95% of those visits were targeted. The issue with BAME communities was that individuals were often not registered with Doctors or social services, so the issue was more about access to services rather than language barriers. The data on those individuals was provided by Social Services, and work was also ongoing within those communities to obtain direct referrals.

A Member suggested that the RESPECT programme should shift the onus from the individuals who were at the receiving end of inappropriate behaviour, and instead focus on addressing those behind the offensive behaviour. Whilst agreeing that the issue was ultimately with the perpetrators, Officers explained that the RESPECT agenda was intended to create a climate where individuals felt comfortable and safe coming forward with their concerns. The approach was two-pronged, with the 'One Team' behaviours programme focused on stopping the conduct before it happened. However, it was agreed that the Councillor's comments would be taken into consideration when the policy was next reviewed.

It was noted that Alison Scott had recently retired. Alison had been a key player in much of CFRS's Equality and Inclusion work over many years. Fire Authority Members placed on record their thanks to Alison.

It was resolved to:

Note the Equality and Inclusion Compliance Report 2018/19.

119. INTEGRATED RISK MANAGEMENT PLAN 2020/24

The Fire Authority considered an update of delivery against the Service's Integrated Risk Management Plan (IRMP). The IRMP process reviews performance data and assesses the likelihood of fires and other related emergencies occurring.

Despite a steady increase in population, the incident rate had reduced considerably over ten years, although the numbers had marginally increased over the last five years, suggesting that a plateau had been reached. The decrease was due to actively managing demand through fire prevention and protection work, together with targeted initiatives. However, over the past few years there had been major spikes in operational activity over the summer months, mainly attributable to hotter and drier spells of weather.

The Comprehensive Spending Review for the next four years had been delayed to 2020 while government concentrates on Brexit, and a single year settlement was anticipated for 2020/21, with an unknown picture thereafter.

A Member commented favourably on the report. He highlighted that Fenland had the highest populations of travellers in the country, and South Cambridgeshire the second highest.

It was resolved unanimously to note the contents of the report.

120. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

Fire Authority Members considered an update against key projects and activities for 2019/20.

Members noted the following highlights:

- Migration from old Document Management System to new system (Project P124), which was a major undertaking;
- The new Mobilising Solution (P108) which was also a very complex project. It was expected that this would be implemented in the new year;
- Asset Management Software (P073) implementation;
- Emergency Services Mobile Communications Programme (ESMCP) (P089) – this project was dependent on the Full Business Case being approved by government;
- VDI Upgrade Shared Service Project (P109) – this was resolved within six weeks, and had been very successful;
- There had been an update regarding the On-Call project at a Member Seminar in the morning. It was agreed that the slides of that seminar would be circulated to all Members. **Action required.**

It was resolved unanimously to note the Programme Status Report, as at September 2019, attached to the report as Appendix 1.

121. APPOINTMENT OF INDEPENDENT PERSONS

Members considered a report on the recruitment of two Independent Persons. It was noted that the Fire Authority rarely needed to call upon the Independent Persons, but it was a good measure to have in place.

It was resolved unanimously to:

- a) Extend the current appointment of Gillian Holmes as Independent Person to 7 November 2022; and
- b) Appoint Grant Osbourn as an Independent Person to 7 November 2022.

122. PROPOSED DATES OF FIRE AUTHORITY MEETINGS

Members received a report proposing a schedule of Fire Authority meeting dates for 2020/21.

Since the agenda was published, it had come to light that two meetings needed to be rescheduled: Joint Consultative Committee (20/09/2020) and Policy and Resources Committee (08/04/2021). **Action required.**

On a related issue, it was noted that the Policy and Resources Committee had moved to 3pm on 19th December 2019, as County Council meetings had had to be rearranged, due to the General Election.

It was resolved unanimously to agree the schedule of meetings for 2020/21.

123. APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES

There were no appointments to be made.

124. FIRE POLICY AND RESOURCES COMMITTEE MINUTES – 18TH JULY 2019

Members noted the minutes of the Policy and Resources Committee meeting held 18th July 2019.

125. FIRE OVERVIEW AND SCRUTINY COMMITTEE MINUTES – 3RD OCTOBER 2019

Members noted the minutes of the Overview and Scrutiny Committee meeting held 3rd October 2019.

It was noted that two Overview and Scrutiny Committee Councillors were sought to serve on two Member Led Reviews (items 77 and 78 of the minutes). Those interested should contact Deb Thompson to discuss.

Chairman

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: 6 February 2020

DRAFT FIRE AUTHORITY BUDGET 2020/21

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with the proposed budget and precept for 2020/21.

2. Recommendations

- 2.1 The Authority is asked to review the budget book attached at Appendix 1 and approve the recommendations detailed on Page 18 within it.
- 2.2 The Authority is also asked to note the services intended participation in a scheme to reduce council tax fraud.

3. Risk Assessment

- 3.1 **Economic/Political** – the efficiency plan was approved and the current comprehensive spending review period cuts are forecast to be achieved. The budget will need to be set at a level that falls within the efficiency plan and keeps council tax increases within defined capping limits.

4. Background

- 4.1 The Service received its draft settlement for 2020/21 on 21 December 2019. The draft Authority budget was presented to the Policy and Resources Committee for endorsement in December 2019; the Committee endorsed the proposed budget and associated precept increase of 2%.
- 4.2 The Authority has also agreed to participate in a Business Rates Pooling arrangement for 2020/21. The baseline level for funding remains as is but the Authority may benefit from increased business rate yields, should districts be successful in attracting new business into their areas. The additional benefit for the Authority is not material so has not been included within the baseline funding assumptions.

- 4.3 A consultation process on the proposed council tax increase has been undertaken and feedback from this process will be presented orally at the Authority meeting.

5. Budget Considerations

- 5.1 The budget has been built including an additional burden for the Authority associated with the changes to the Firefighter Pension Scheme SCAPE (superannuation contributions adjusted for past experience) rate. This change has resulted in an increase in the employer contribution rate to 30.2%. Whilst the Treasury has provided the Authority with a Section 31 grant to cover some of this burden, the grant of £1.144m continues to leave the Authority with a gap of £290k. The budget attached shows this pressure funded by using the Pension Reserve. At this stage it is still not known how the gap will be funded in the future although it is hoped that it will be wrapped up with the comprehensive spending review process later this calendar year.
- 5.2 Pay inflation has been forecast at 2% for the next financial year. However the actual inflation figure will be subject to negotiation with the various representative bodies so may change.
- 5.3 The detailed budget build, included on pages 21 and 22 of the budget book, provides a line by line breakdown of the proposed budget, showing the current year budget and the proposed 2020/21 budget.
- 5.4 Attached at pages 19 and 20 of the budget book are the detailed capital budgets for 2020/21. The major change for 2020/21 is the purchase of two new aerial appliances. However there was an assumption made within the capital programme, approved in February 2018 that they would be ordered in separate financial years. This method of implementation will cause operational training challenges and therefore the purchase of the second appliance has been brought forward from 2023/24. To enable this to be funded from next year's capital programme the purchase of three new rescue appliances has been deferred whilst a formal review of the new smaller appliances is undertaken. The replacement of the first appliance is in the current financial years' capital programme that will be slipped into 2020/21.

6. Council Tax Fraud Reduction Initiative

- 6.1 The County Council will shortly commence and lead a project to reduce council tax fraud across the county. It is anticipated that there will be a significant benefit for all authorities in return for the upfront investment. The fire proportion of the investment is currently £10k, with an estimated increase in council tax yield of £50k, resulting in a net benefit of £40k. The contribution will be made from the Authority's General Reserve.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Budget Preparation Papers 2020/21	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



BUDGET BOOK 2020/21

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[Summary Capital Programme 2020/21 – 2023/24](#)

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[Appendix 1 – Detailed Capital Programme](#)

[Appendix 2 – Revenue Budget – Subjective Analysis](#)

Budget Overview

Background

The funding formula for 2020/21 contains:

- Revenue Support Grant; and
- Baseline Funding (Business Rates);

Revenue Support Grant

The Revenue Support Grant has been increased by £0.044 million, over that received in 2019/20. This is a one year settlement. Funding has been assumed to stay flat in the medium term.

Localised Business Rates

All single purpose fire and rescue authorities are funded through a two percent share of each district or unitary council's business rates income and topped up by central government. A safety net and tariff/top-up is applied to this funding to ensure no service makes excess gains or losses through this funding. The funding for Cambridgeshire Fire was impacted by a top up adjustment of £2.424m through this adjustment mechanism.

Comprehensive Spending Review (CSR)

The comprehensive spending review has been delayed and is now not expected to be implemented until late 2020. The implications of this review should be known for the 2021/22 budget cycle.

What does it mean?

In summary the Authority will receive a total grant, including Business Rate Contributions, of £9,371k. In addition, all local authorities within Cambridgeshire has signed up to the principle of Business Rates pooling. The system seeks to enable local authorities to benefit from a share of the increases in business rates. The baseline funding levels are guaranteed.

The Revenue Support Grant and Business Rate Contributions and grants represent £6,947k of this total. This is an increase of £252k over the grant received in 2019/20, equivalent to 3.8%.

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

- A 1.91% increase in Council Tax for 2020/21;
- Non pay inflation will be 1%

The detailed medium term estimates for the next three financial years, as shown on page 4, include assumptions on the Comprehensive Spending Review.

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.

Summary of Revenue Expenditure

2019/20 Budget £000		2020/21 Budget £000
	Expenditure	
24,755	Employees	25,687
1,484	Premises	1,563
4,369	Supplies and Services	4,333
487	Transport	488
150	Agency Costs	152
1,273	Capital Financing	1,036
32,518	Total Expenditure	33,259
-2,741	Income	-2,979
29,777	Net Expenditure	30,280

Attached at Appendix 2 is a detailed expenditure forecast.

Inflation

The anticipated costs of inflation between 2019/20 and 2020/21 are £428k, an average of 1.4%.

Pay awards for employees is forecast at 2%.

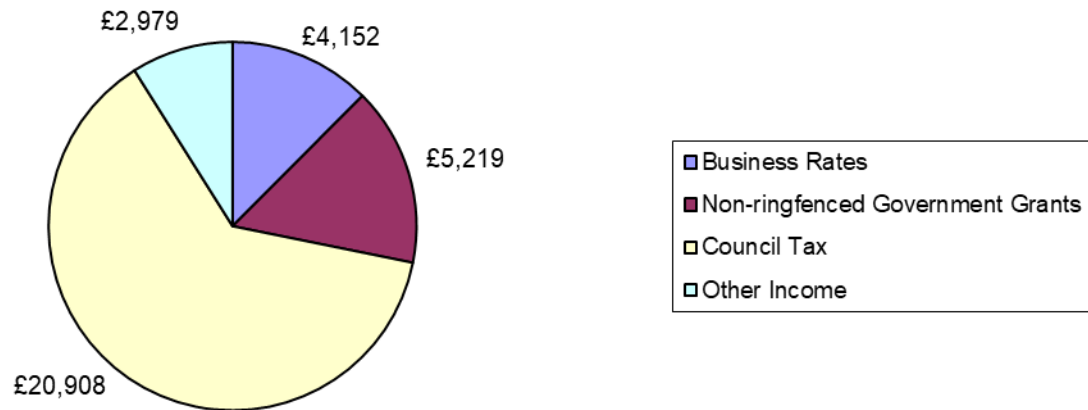
Financing the Budget

	£'000	%
Adjusted Budget 2019/20	29,777	
Inflation and Pressures	428	1.4
Budget Variations	304	1.0
Service pressures/efficiencies	-230	-0.8
Budget Requirement 2020/21	30,279	
Less:		
Transfer from reserves	0	
RSG & NNDR	-9,371	
Recommended Precept 2019/20	20,908	

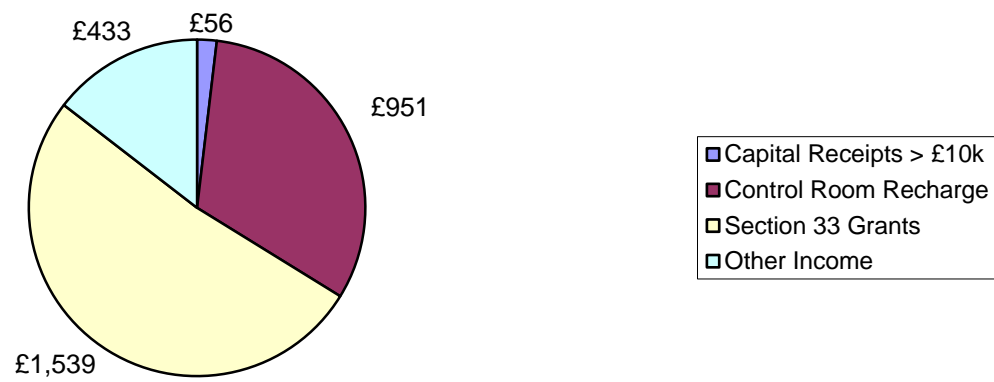
The following page shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2020/21 to 2022/23.

	Estimate	2020/21	Forecast	Forecast
	£'000	Incr.%	2021/22	2022/23
	£'000		£'000	£'000
Budget (previous year)	29,777		30,279	29,694
Wholetime Firefighters Pay	254			
Retained Firefighters Pay	56			
Fire Control Pay	31		-1	0
Local Government Employees Pay (LGEs)	130		-4	0
Other Price inflation	-43			
Inflation	428	1.4%	550	544
LGE Staff	76			
Control Room Staff	66			
Firefighters	237		0	
Operational Activity	-7		0	
Insurances	0			
Capital Charges	-5		170	127
Other	-63		18	21
Budget Variations	304	1.0%	188	148
Service Pressures/Efficiency Savings				
Budget Holder Savings	-230	-0.8%	-1,323	272
Service Pressures/Efficiency Savings	-230	-0.8%	-1,323	272
Budget Requirement	30,279	1.7%	29,694	30,658
Less:				
Settlement Amendments	0			
RSG	-2,795			
Transfer to Special Grant re localisation Reserve	0			
Developer Revenue Grant Contributions			0	0
NNDR Related Grant (Top Up Grant)	-2,424		-3,816	-3,854
National Non-domestic Rates	-4,152		-4,194	-4,236
Transfer from reserves	0		0	0
Fire Authority Precept	20,908		21,684	22,568
Tax Base	290,021		292,044	295,348
Band D Tax	£72.09		£72.05	£76.41
Year on Year Increase	1.91%		3.0%	2.9%

How we are funded (£'000)



Analysis of other income (£'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 2020/21 amounts to £3.454m and is summarised below:

Schemes	£'000
Vehicles including Fire Appliances	1,250
Property Schemes	1,220
Operational Equipment	209
IT and Communications	775
Total Expenditure	3,454

A schedule setting out the medium term capital programme for 2020/21 to 2023/24 is shown on the next page.

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 2020/21 and future years.

A summary of how the Capital Programme will be financed is shown below:

	£'000
PWLB Loan	1,616
Capital Receipts	233
Revenue Contribution	724
Transfer from reserves	881
Total Financing	3,454

DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2020/21 TO 2023/24

	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
CAPITAL EXPENDITURE (details – Appendix 3)				
Vehicle Replacement Programme	1,250	2,075	1,600	1,392
Equipment	209	272	195	211
Property Maintenance & Land	1,220	1,270	1,210	848
IT & Communications	775	775	350	350
TOTAL EXPENDITURE	3,454	4,392	3,355	2,801
FINANCED BY:				
Loan	1,616	2,987	2,164	1,836
Capital Receipts	233	457	375	237
Revenue Contribution to Capital Outlay (RCCO)	724	948	816	728
Transfer from Reserves	881	-	-	-
Capital Grants	-	-	-	-
TOTAL RESOURCES	3,454	4,392	3,355	2,801

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 2020/21 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.

	2020/21 £m	2021/22 £m	2022/23 £m
Affordable Borrowing Limit			
Total Budget excl. capital	29.243	28.266	29.236
Total Budget incl. capital	30.279	29.694	30.658
Difference	1.036	1.428	1.422
Band D Impact	£3.57	£4.89	£5.17
Band D Authority Tax	£72.09	£74.25	£76.41
Band D Increase	£1.35	£2.16	£2.16

	2020/21 £m	2021/22 £m	2022/23 £m
Capital Financing Requirement	5.059	7.839	9.746
Operational Boundary	7.037	10.024	12.188
Authorised Limit	8.537	11.524	13.688
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	Upper Limit	Lower Limit
Maturity Structure of new Fixed Rate borrowing in 2019/20:		
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 31/12/19 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
Gross Debt		3.200	
Total Investments		17.345	
Net Investment		14.145	

The anticipated borrowing requirements of the Authority are detailed below:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
New Borrowing	1,616	2,987	2,164	1,836
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
Total	1,616	2,987	2,164	1,836

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)

- 2019/ 2020 0.75%
- 2020/ 2021 1.00%
- 2021/ 2022 1.00%
- 2022/ 2023 1.25%

PWLB maturity rates have been on a rising trend over the last quarter (ending December 2019). The 50 year PWLB target (certainty) rate for new long term borrowing started the quarter at 2.20% and ended at 3.10%, this is expected to rise to 3.5% by March 2021. The 25 year rate is expected to be 3.3% until March 2020 and rise further reaching 3.6% by March 2021. The 5 year rates are expected to be 2.4% until March 2020 then to gradually rise to reach 2.6% by March 2021.

Link Treasury Services Ltd's report quarter ending December 2019 stated that after the August 2018 Bank Rate increase to 0.75% the MPC had since put any further action on hold until after the Brexit fog had cleared. While the general election in December 2019 has provided political certainty leading to implementation of the UK leaving the EU on 31.1.20, there is still much uncertainty on what sort of trade deal may be agreed by the end of 2020 and its likely impact on the UK economy. The current forecast of the Bank Rate is expected to rise by 0.25% by March 2021 to 1.00% and staying at this level through to March 2022.

These forecasts are based on a central assumption that there will be some sort of muddle through agreement on a reasonable form of Brexit. Bank rate forecasts will have to change if this assumption does not materialise e.g. a no deal Brexit could prompt MPC to do an immediate cut of Bank Rate. All other forecasts for investment and borrowing rates would also have to change.

The overall balance of risks to economic recovery in the UK is probably even, but dependent on a successful outcome of negotiations on a trade deal. The balance of risks to increase the Bank Rate and shorter term PWLB rates are broadly similarly to the downside. In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

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 £14,145m. 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 2020/21 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 MHCLG's Guidance 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 was increased to 0.75% in August 2018 and is expected to increase by 0.25% to 1.00% in Quarter 4 of 2020.

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 and 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 2020/21 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 2020/21 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 2020 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.

Chief Financial Officer's Statement

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 Senior Management 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. It is anticipated that these risks can be managed using contingencies and, if necessary, reserves. 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 2020/21.

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 31 March 2019, the Authority's usable General Reserve balance was £2,506k, representing 8.3% of net 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 Community Safety Reserve to allow for the continuation of the Home Smoke Alarm Initiative, and a Wholetime Recruitment Reserve to provide for any non-controllable changes in the year, relating to operations.

The Property Development Reserve is currently £8,406k. The current rate of return on cash investments is poor and it would therefore be prudent to review property requirements. There are already plans in place to fund the approved capital programme in relation to property, from reserves. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

A Community Safety Reserve of £200k will be managed as a fund on behalf of the Authority. Release of funds will be subject to a successful bidding process made by partner organisations. Any bid will have to meet success criteria that will be based around community risk reduction.

The Wholetime Recruitment Reserve of £975k is being maintained at this level. This 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 2020/21 but also in formulating the Medium Term Financial Strategy. The table below 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 2019/20

	18/19	19/20	20/21	21/22	22/23	Narrative
	£'000	£'000	£'000	£'000	£'000	
Estimated Reserves at Start of Financial Year	12,933	12,911	10,970	10,770	8,770	
Property Development Reserve	8,463	8,406	7,196	5,196	7,196	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. The Monkswood training centre development is awaiting planning (expected 7th Feb). SHQ and Huntingdon are in the design phase at this stage.
Capital Financing Property Improvements	57	1,210				2018/19 Year-end Capital position will determine actual requirement
General Reserve	2,471	2,506	1,775	1,775	1,775	
Capital Financing	35	731				
Community Safety Reserve	200	200	-	-	-	This reserve is held to fund specific projects and programmes. It will be called upon when required but it is not expected to be held for the long-term.
Operational Firefighter Reserve	975	975	975	975	975	The Service is currently over-established for Firefighters and this reserve will be used to cover any overspend in the short-term.
Pension Reserve	824	824	824	824	824	This reserve is held to fund ill health retirements that are often unexpected.
Estimated Reserves at Year end	12,911	10,970	10,770	8,770	10,770	
General Reserves at Year end	2,506	1,775	1,775	1,775	1,775	
Earmarked Reserves at year end	10,405	9,195	8,995	6,995	8,995	

Proposed Recommendations

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

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

4. That approval is given to the Prudential and Treasury Indicators as set out on page 9.
5. That approval is given to the Treasury Management Strategy Statement on pages 8 to 13.
6. That approval is given to the Capital Programme detailed at page 6.
7. That approval is given to the Minimum Revenue Provision Policy Statement detailed at page 14.

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2020/21 TO 2023/24

	2020/21		2021/22		2022/23		2023/24	
	No.	£'000	No.	£'000	No.	£'000	No.	£'000
Vehicle Replacement Programme								
Water Tender/Rescue Pumps	3	735	3	735	3	735	3	735
Multistar (Aerial Appliance)	-	-	-	-	-	-	-	-
Service Vehicles (Cars)	15	465	28	542	35	786	15	357
Small/Derived Van	-	-	12	146	2	27	-	-
Medium Van's	2	45	5	113	-	-	2	45
Large Van	-	-	2	52	2	52	-	-
Personnel Carrier/MPV	-	-	1	24	-	-	-	-
Rescue Vehicle	-	-	2	207	-	-	-	-
Foam Water Carrier	-	-	-	-	-	-	1	256
Car Transporter	1	5	-	-	-	-	-	-
Command Support Unit	-	-	1	256	-	-	-	-
Total Vehicle Replacement Programme	21	1,250	54	2,075	42	1,600	21	1,393
Equipment								
Heavy Duty Combi's	6	90	11	165	1	15	-	-
Appliance Ladders	3	22	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	-	-	1	22
BA Compressors (Small)	-	-	-	-	3	42	3	42
New workshop ramp	1	12	-	-	-	-	-	-
MARS units	-	-	-	-	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	-	-	1	40
LPP's (Light Portable Pumps)	3	18	3	18	3	18	3	18
Airbags	-	-	-	-	-	-	-	-
Defibrillators	-	-	-	-	35	31	-	-
Total Equipment	27	209	31	272	59	195	25	211

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2020/21 TO 2023/24 (Cont.)

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Property Maintenance and Land				
SHQ – External repair and maintenance	220	-	-	-
SHQ – Internal update	55	-	-	-
SHQ – Car park extension	100	-	-	-
Cambourne – provision of On-Call facilities	45	-	-	-
Cambridge – Appliance bay floor	50	-	-	-
Ely – Station refurbishment and upgrade	200	-	-	-
Gamlingay - Station refurbishment and modernisation	100	-	-	-
Linton - Station refurbishment and welfare facilities	-	-	-	60
Manea - Station refurbishment and welfare facilities	-	-	-	60
March – Roof replacement	-	-	-	50
Papworth - Station refurbishment and welfare facilities	-	-	-	80
Ramsey – Station modernisation	-	70	-	-
Sawston – Station modernisation	-	50	-	-
St Neots – Station refurbishment and upgrade	150	-	-	-
Stanground and Dogsthorpe – Training facility	-	200	-	-
Thorney – Roof and outdoor areas	-	-	-	30
Wholetime station drill yards	-	300	-	-
Investment in On-call sites (IRMP)	-	200	-	-
On-call replacement roof programme	-	300	-	-
Wholetime replacement roof programme	-	-	270	-
Environmental invest to save	100	-	-	-
Electrical upgrades	-	-	200	-
Heating systems	-	-	240	-
Community Safety functional building	-	-	350	-
Various TBC	-	-	-	68
Enhancement/Contingency	200	150	150	500
Total Property Maintenance and Land	1,220	1,270	1,210	848
IT and Communications				
Essential system enhancements	775	775	350	350
Total IT and Communications	775	775	350	350

2019/20 £'000		2020/21 £'000
	Expenditure	
17,778	Firefighters and Control Room Staff	18,408
6,486	Support Staff	6,718
434	Training	503
57	Other Staff Costs	58
24,755	Total Employee Costs	25,687
329	Repairs and Maintenance	346
305	Heating and Lighting	320
161	Cleaning Contract	168
689	Rents and Rates	729
1,484	Total Premises Costs	1,563
118	Office Equipment and Furniture and Fitting	82
947	IT Equipment	974
387	Clothing and Uniform	388
1,010	Communications	967
360	Mutual Protection	368
67	Subscriptions	58
34	Corporate Support	34
77	Community Safety	78
80	Fire Protection Expenses	85
99	Health and Safety	90
101	Members Fees	103
91	Audit Fees	97
88	Legal Fees	90
201	Consultant Fees	204
47	Printing and Stationery	48

	Cont.....	
2019/20		2020/21
£'000		£'000
17	Postage	17
73	Travel and Subsistence	73
30	Advertising	31
100	Hydrants/BA Maintenance	101
167	Operational Equipment/Infrastructure	166
106	Project Delivery Costs	108
169	Other Supplies and Services	171
4,369	Total Supplies and Services Costs	4,333
69	Car Allowances	69
281	Petrol, Oil and Tyres	278
137	Repair and Maintenance of Vehicles	141
487	Total Transport Costs	488
127	Section 2 and 12 Charges	129
23	Service Level Agreements	23
150	Total Agency Charges	152
1,273	Capital Financing	1,036
1,273	Total Capital Charges	1,036
-64	Capital Receipts > £10k	-56
-899	Control Room Recharge	-951
-1,342	Section 33 Grants	-1,539
-436	Other Income	-433
-2,741	Total Income	-2,979
29,777	Net Revenue Expenditure	30,280

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren
01480 444500
matthew.warren@cambsfire.gov.uk

DATE: 6 February 2020

EQUAL PAY AUDIT – NEW MANAGEMENT BAND PAY STRUCTURE

1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on the work being done to progress the main recommendation made in the 2019 equal pay audit and to seek approval for the proposed new management band pay structure for professional support staff and the proposed implementation plan.

2. Recommendation

- 2.1 The Authority is asked to approve the proposed new pay structure for management band professional support staff and the proposed implementation plan.

3. Risk Assessment

- 3.1 **Political** – there may be political risk in not properly implementing the recommendations from the equal pay audit, particularly given that our commitment to undertaking the audit is set out in the Integrated Risk Management Plan (IRMP) 2017 to 2020.
- 3.2 **Economic** – it is anticipated that there will be implementation and on-going costs associated with executing the recommendations from the equal pay audit. Both are assessed by Officers to be affordable and are built into the draft budget for the new financial year.
- 3.3 **Social** – implementing the recommendations from the equal pay audit will demonstrate to both current and prospective employees that the Authority is committed to ensuring equality, transparency and a feeling of fairness across the organisation. As well as directly contributing to our work to recruit and retain a more diverse workforce, research shows that this will also contribute to employee morale and engagement levels.
- 3.4 **Legal** – not pursuing the recommendations in the audit may place the Authority at risk of legal claims from employees that relate to equal pay issues. The independent equalities analysis completed on the proposed new management band pay structure indicates that a slight disproportionate

impact on the basis of gender would be objectively justifiable as a proportionate means of achieving legitimate aims (paragraph 5.6 refers).

4. Background

- 4.1 A paper was brought to the Policy and Resources Committee meeting in July 2019, providing information about the equal pay audit conducted in the earlier part of the year and the actions that were recommended within the audit report; these recommendations are attached at Appendix 1 for reference.
- 4.2 The most notable recommendation was to review the management band pay structure for professional support staff (those staff currently paid at grades MB1 to MB5).
- 4.3 Work on this has continued over the past few months in conjunction with a specialist consultancy commissioned to advise on the design and implementation of a new pay structure that would address the concerns raised in the equal pay audit report.

5. Proposed New Management Band Pay Structure

- 5.1 The proposed new management band pay structure is shown at Appendix 2; the current structure is also shown for reference.
- 5.2 The proposed new structure meets the recommendations set out in the equal pay audit as follows:
 - the span of each grade within the structure is reduced to 15% (30% in current pay structure);
 - there is no overlap between grades (overlap between bands in current structure is around 35%);
 - the proposed new grades align better with the Hay job evaluation reference points (meaning jobs of different sizes are better aligned to different grades; in the current structure some 'clusters' of jobs that should be in the same grade are in different grades).
- 5.3 The proposed new pay structure provides the following further advantages:
 - the increment steps within each grade are even at 1%;
 - there are the same number of steps within each grade.
- 5.4 The proposed new structure is accompanied by a proposed change in approach to performance related pay for management band professional support staff. Currently, between zero and four pay increment increases are awarded annually dependent on assessment of performance, as moderated by Chief Officers. These are consolidated into base pay, permanently impacting on pay costs. It is proposed that in future, annual assessment of

performance will result in award of a non-consolidated bonus of between zero and 4%.

- 5.5 This proposed change of approach provides better cost control for the longer-term, as well as the ability to better set relative salaries for staff within the same salary banding bracket in accordance with market rates. For staff, it will offer the opportunity of a more noticeable 'lump sum' monetary payment per annum in recognition of performance, rather than what amounts to a small monthly increase (even at the highest level of performance award). For those staff whose salary is placed at the top end of the salary banding bracket, it also allows for on-going annual monetary recognition of performance (under current arrangements, no further payment can be made in recognition of performance once individuals reach the top point on their pay grade). It is a combination of the impact of annual consolidated performance awards over a number of years, combined with the significantly overlapping pay grades in the current pay structure, which created the equal pay risk identified in the independent audit.
- 5.6 Independently conducted equality analysis of the proposed new structure has been conducted. This confirms that the proposed new pay structure would remove the concerns about equal pay that exist within the current management band pay structure. The lowest grade in the proposed new structure (MB1) is assessed to have a slightly disproportionate impact on the basis of gender, in that a higher percentage of women are assessed to fall within the new MB1 grade (59%) compared to the proportion of women in all the MB bands (53%). Advice and recommendation from the specialist consultancy we have engaged with is that this can be objectively justified as a proportionate means of achieving legitimate aims, namely to:
- differentiate between standalone technical/advisory roles and roles with greater accountability for the management of services/resources (the former would fall into the proposed new MB1 grade, the latter into the proposed new MB2 grade);
 - align more closely to market pay rates for the above different types of roles;
 - help control costs for the largest group of employees in the manager cohort.
- 5.7 Re-evaluation of some job roles that will be required as part of implementation (see paragraph 6.1 below) is expected to remove the disproportionate impact however further independent equality analysis will be conducted to confirm this and to ensure sustainability of the proposed new pay structure.
- 5.8 The proposed new structure is projected to be more cost effective over five years than the current structure (a cumulative increase of 3.3% on current cost, compared to a cumulative increase of 6.6% on current cost if the current structure is maintained). Projected additional costs are caused by the cost impact of performance increments balanced by staff turnover).

6. Proposed Implementation Plan

- 6.1 Some job roles will require re-evaluation as part of the implementation, due to their current evaluation being out of date in relation to the current requirements of the job role. Once this has been completed, no individual employee is expected to lose out when transitioning across to the new structure. Only a very small number of proposed reductions in pay are identified when mapping individuals across to the new structure based on their job evaluation score (all less than £1,000). These will be indefinitely pay protected for individuals.
- 6.2 The majority of employees are expected to receive a small increase in pay when mapped across to the proposed new structure. Mapping occurs because the proposed new pay structure introduces a new pay spine (the individual points on the scale are numerically different to the individual points on the current pay structure). Mapping is a one-off implementation cost and is expected to be approximately £25,000.
- 6.3 All current management band professional support staff have been initially briefed about the proposed new pay structure. Further consultation with affected individuals will be undertaken as part of the implementation. It is not believed that any of the affected staff are members of UNISON, the representative body for professional support staff. However Officers will still seek to consult with UNISON, in pursuance of general good industrial relations and in recognition of the fact that future management band employees may be union members.
- 6.4 Subject to Fire Authority approval and completion of consultation, it is proposed to implement the new management band pay structure with effect from 1 April 2020, or as soon thereafter as is practically possible.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP 2017-2020	Available online at https://www.cambsfire.gov.uk/media/2266/irmp-document-2.pdf or hard copy from Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Jon Anderson Assistant Chief Fire Officer 01480 444500 jon.anderson@cambsfire.gov.uk
Full report from Equal Pay Audit	As above	Sam Smith Head of Human Resources 01480 444500 samantha.smith@cambsfire.gov.uk
External report on proposed new management band pay structure	As above	As above

Appendix 1 – Findings and Recommendations from Equal Pay Audit

Part A – Professional Support Staff

	Findings/Conclusions	Recommendations
1.	There is considerable grade overlap in the MB Grades. This has caused the average pay of female employees in Grades MB3 and MB4 to be considerably lower than male employees in those grades.	To review the grade structure with a view to reducing the span (and therefore overlap) of MB Grades.
2.	The grade boundaries do not follow the standard Hay reference points. This means that some 'clusters' or jobs that should be in the same grade are in different grades.	To review the grade structure with a view to aligning the grade boundaries closer to the Hay standard reference points.
3.	There are some pay differences in Grade Scales 4 and SO1 but these are explained by length of service or re-gradings.	No recommendations.
4.	There are very few instances of pay gaps in the race analysis. There is one large pay gap in Grade MB1, which again is due to the wide span of the grade.	To review the grade structure with a view to reducing the span (and therefore overlap) of MB Grades.
5.	The value of allowance paid to support staff is relatively low. The only concern is the combination of allowances that some jobs (predominately or exclusively male) attract.	Review the allowances highlighted in the report to ensure they pass the 'proportionate means to achieve a legitimate aim' test.

Part B – Uniformed Staff (including Combined Fire Control)

	Findings/Conclusions	Recommendations
1.	There are few gender or race pay gaps within grades in the fire service. Any pay gaps identified are due to employees being on the development rate compared to the majority who are on the competent rate.	No recommendations.
2.	Some allowances are paid disproportionately to the gender profile.	Review the use of some allowances. Review how employees are selected for specific additional duties that attract allowances for example, acting up.
3.	There are some Officers who receive a combination of allowances.	Review the use of these allowances to ensure they meet the 'proportionate means to achieve a legitimate aim' test (for example some Officers receive *FDS, CPD, PO FDS, Telephone Allowance and Honoraria) which adds a third extra pay every month plus an annual addition of £2000.

***FDS (Flexi Duty System), CPD (Continuous Professional Development), PO FDS (Principal Officer Flexi Duty System)**

Appendix 2 – Proposed New Management Band Pay Structure for Professional Support Staff

Current Management Band Payscale

	MB1 01-Apr-19	MB2 01-Apr-19	MB3 01-Apr-19	MB4 01-Apr-19	MB5 01-Apr-19
M001	31330				
M10	31724				
M20	32114				
M30	32506				
M40	32895				
M50	33285				
M60	33670				
M70	34065				
M80	34457				
M90	34846				
M110	35235	35235			
M120	35632	35632			
M130	36019	36019			
M140	36408	36408			
M150	36807	36807			
M160	37189	37189			
M170	37585	37585			
M180	37972	37972			
M190	38363	38363			
M200	38750	38750			
M210	39145	39145			
M220	39529	39529			
M230	39925	39925			
M240	40320	40320			
M250	40702	40702			
M260	41094	41094			
M270	41488	41488			
M280	41879	41879			
M290	42271	42271			
M310		42665	42665		
M320		43047	43047		
M330		43437	43437		
M340		43837	43837		
M350		44221	44221		
M370		44612	44612	44612	
M380		45004	45004	45004	
M390		45393	45393	45393	
M400		45779	45779	45779	
M410		46176	46176	46176	
M420		46565	46565	46565	
M430		46960	46960	46960	
M440		47342	47342	47342	
M460		47735	47735	47735	
M470			48128	48128	
M480			48515	48515	
M490			48910	48910	
M500			49305	49305	
M510			49689	49689	
M520			50079	50079	50079
M530			50474	50474	50474
M540			50858	50858	50858
M550			51257	51257	51257
M560			51643	51643	51643
M570			52033	52033	52033
M580			52426	52426	52426
M590			52809	52809	52809
M600			53208	53208	53208
M620			53593	53593	53593
M630			53991	53991	53991
M640			54378	54378	54378
M650			54770	54770	54770
M660			55163	55163	55163
M670			55554	55554	55554
M680			55938	55938	55938
M690			56334	56334	56334
M700			56725	56725	56725
M710			57110	57110	57110
M720			57503	57503	57503
M730			57893	57893	57893
M740			58282	58282	58282
M750			58673	58673	58673
M760			59067	59067	59067
M770			59456	59456	59456
M780			59839	59839	59839
M790			60238	60238	60238
M800				60635	60635
M810				61030	61030
M820				61411	61411
M830				61795	61795
M840				62187	62187
M850				62583	62583
M860				62970	62970
M870				63361	63361
M880				63759	63759
M890				64153	64153
M900				64535	64535
M910				64923	64923
M920				65315	65315
M930				65703	65703
M940				66094	66094
M950				66487	66487
M960				66884	66884
M970				67274	67274
M980				67663	67663
M990				68053	68053
M980				66336	66336
M990				66719	66719

Proposed Management Band Payscale

MB1	MB2	MB3	MB4	MB5	MB6
31020					
31330					
31644					
31960					
32280					
32602					
32928					
33258					
33590					
33926					
34265					
34608					
34954					
35304					
35657					
36013	36013				
	36373				
	36737				
	37104				
	37475				
	37850				
	38229				
	38611				
	38997				
	39387				
	39781				
	40179				
	40580				
	40986				
	41396				
	41810	41810			
		42228			
		42650			
		43077			
		43508			
		43943			
		44382			
		44826			
		45274			
		45727			
		46184			
		46646			
		47113			
		47584			
		48060			
		48540	48540		
			49025		
			49516		
			50011		
			50511		
			51016		
			51526		
			52041		
			52562		
			53087		
			53618		
			54155		
			54696		
			55243		
			55795		
			56353	56353	
				56917	
				57486	
				58061	
				58641	
				59228	
				59820	
				60418	
				61022	
				61632	
				62249	
				62871	
				63500	
				64135	
				64776	
				65424	65424
					66078
					66739
					67406
					68080
					68761
					69449
					70143
					70845
					71553
					72269
					72991
					73721
					74459
					75203
					75955

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: 6 February 2020

DRAFT PAY POLICY STATEMENT 2020/21

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with a Pay Policy Statement for 2020/21 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 Service received notification from the National Joint Council that an increase of 2% had been agreed; the increases were implemented in April 2019 (professional support), September (support management band; backdated to April 2019) and September (operational; backdated to July 2019).
- 4.4 Whilst this was welcomed, Members will be aware that negotiations at national level continue to reach a final settlement. Any additional agreements will present the Service with challenges and we are actively looking at options to find the additional finances.
- 4.5 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 the Service has also commissioned an independent equal pay audit, the findings of which is currently being worked through and may potentially present additional challenges.

BIBLIOGRAPHY

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

PAY POLICY STATEMENT 2020/21

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;
- Association of Principal Fire Officers;
- Retained Firefighters Union;
- 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 1:7.75; 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 2019/20 at a rate of 3.5% of their basic pay plus flexi and Group Commanders were paid 2.25% 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 £148,583 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 2019/20, the Performance Review Committee approved a 2% 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 - £129,543
- Assistant Chief Fire Officer - £120,842

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 2019/20, the lowest paid role within the Service was £19,171 (full time equivalent); the highest paid role within the Service was £148,583. 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 53% (with CPD) of Chief Fire Officer pay.

2.6.4 The pay of the most senior professional support services role below Principal Officer is 41% 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 2% pay award was applied by the NJC for Local Authority Fire and Rescue Services in 2019/20.
- 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 2019/20 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 section 4.6.1.
- 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 CFRS 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 £594 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 a 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, flu pandemic. Current payments are £1,025.51 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. A 2% pay award was applied by the NJC for Local Government Services from 1 April 2019 to 31 March 2020 (except those on Hay pay scales, see Paragraph 4.5).

- 4.3 The pay structure 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 Starting salary may be uplifted along the incremental structure if experience and knowledge warrant this approach. Starting salary on management band scales (which typically cover 30 scale points or more) 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 for this will be recorded by the recruitment team. Movement between grades is through a competitive selection process.
- 4.5 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. Employees may apply for a review of their grade where permanent, substantial and material changes have increased the level of duties and responsibilities attached to their role. Any substantive changes to grade or pay scale must be authorised by the Deputy Chief Executive.

4.6 Other Allowances and Payments

- 4.6.1 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.
- 4.6.2 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.
- 4.6.3 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.
- 4.6.4 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.
- 4.6.5 Disturbance. An allowance is paid when an employee is required to move work location (see also Paragraph 3.7.11).
- 4.6.6 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.
- 6.2 In 2019/20 there were four 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 2019/20 the Service had no agreements for the early payment of pension.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Fire Officer - Rick Hylton (seconded to Essex County Fire and Rescue Service)

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren
matthew.warren@cambsfire.gov.uk

DATE: 6 February 2020

LOCAL PENSION BOARD ANNUAL REPORT 2018/19

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an annual update from the Local Pension Board for the financial year 2018/19.

2. Recommendation

- 2.1 The Authority is asked to note the attached report at Appendix 1.

3. Risk Assessment

- 3.1 **Legal** – It is a legal requirement for the Authority, as part of its governance arrangements, to have a functioning Local Pension Board.

4. Background

- 4.1 The Government introduced legislation in 2015 that required all fire and rescue services to implement a Local Pension Board. The Local Pension Board for Cambridgeshire Fire and Rescue Service went live on the 1 April 2015.
- 4.2 The primary role of the Board is to review the governance and administration arrangements for the Firefighters' pension and compensation schemes. Attached at Appendix 1 is the annual report of the Local Pension Board for 2018/19.

5. Update on Pension Challenge

- 5.1 On 18 December 2019, the employment tribunal made an interim order on the firefighters' transitional protections claims. The focus for the Service is on those immediate cases where an employee is due to retire imminently or currently under consideration for an ill health retirement. What the interim order says is that those firefighters need to be treated as if they had remained in the 1992 pension scheme.
- 5.2 Clearly, the full implications of this judgement will not be known until the final order has been made which is expected later this year. The Local Pension Board will need

to be cognisant of the judgement and its implications as the Service and its pension administrator look to implement the remedy when it is fully known and understood.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
FPS Bulletin 27 – December 2019 Local Government Association	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren Matthew.warren@cambsfire.gov.uk 01480 444500

FIREFIGHTER PENSION SCHEMES

LOCAL PENSION BOARD ANNUAL REPORT 2018/19

Annual Report

This is the Annual Report of the Cambridgeshire and Peterborough Fire Authority Local Pension Board (the Board), covering the period from 1 April 2018 until 31 March 2019.

Roles and Functions

The Board has been established as the Local Pension Board for Cambridgeshire and Peterborough Fire Authority in accordance with section 5 of the Public Service Pension Act 2013 and the Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015.

The remit of the Board includes assisting, the Fire Authority, as Scheme Manager:

- to secure compliance with the Firefighter Pension Schemes (the schemes) regulations and any other legislation relating to governance and administration of the schemes;
- to secure compliance with requirements imposed in relation to the schemes by the Pension Regulator.

The establishment of the Board was approved in 2015. The papers detailing the establishment of the Board (including the full Terms of Reference) can be found in the meeting papers of the Cambridgeshire and Peterborough Fire Authority.

Membership of the Board

The Board's membership as at 31 March 2019 was as follows:-

Employer representatives:

ACFO Rick Hylton (Chair)
Steve Beaton
Area Commander Chris Parker (Succession)

Employee representatives:

John Tyrell (Vice Chair)

Rob Allport

Conflicts of interest

The Public Service Pensions Act 2013 requires that a member of a pension board does not have a conflict of interest. A conflict as defined as “a financial or other interest which is likely to prejudice a person’s exercise of functions as a member of the pension board.” The Act is clear that actual membership of one of the Firefighter Pension Schemes is not in itself a conflict of interest, so would not preclude a scheme member from serving on the Board.

The Board has a policy for the management of potential conflicts in order to ensure that they do not become actual conflicts and all members of the Board are familiar with this policy. In addition conflicts of interest is a standing item on all board agendas and any interests noted by members are recorded so that action can be taken to exclude the conflicted individual from proceedings where necessary.

Local Pension Board Member Training

The Public Service Pensions Act 2013 requires that members of Local Pension Boards have an appropriate level of knowledge and understanding in order to carry out their role. Any individual appointed to a Local Pension Board must be conversant with;

- the regulations of the Firefighter Pension Schemes, including historical regulations and transitional provisions, to the extent that they still affect members;
- and any document recording policy about the administration of the Firefighter Pension Schemes.

Board members must also have knowledge and understanding of-

- the law relating to pensions,
- and such other matters as may be prescribed in other legislation

The degree of knowledge and understanding required by Local Pension Board members is that appropriate for the purposes of enabling the individual properly to exercise the functions of a member of the Local Pension Board.

Degree of Knowledge and Understanding

Members of the Local Pension Board are expected to be conversant with the rules and policies of the Firefighter Pension Schemes. “Being conversant with” implies a working knowledge of what is relevant to the subject under discussion. A Board member should have an understanding of what is relevant to their role and be able to identify and challenge a failure to comply with;

- the Firefighter Pension Scheme regulations;
- other legislation relating to the governance and administration of the scheme;
- requirements imposed by the Pensions Regulator;
- and any failure to meet the standards and expectations set out in any relevant code of practice issued by the Pensions Regulator

Areas of Knowledge and Understanding

The areas in which the Board would be expected to be conversant include, but are not limited to –

- Scheme approved policies (e.g. managing conflicts of interest, reporting breaches of the law or record keeping);
- Risk assessment and management;
- Scheme booklets and other members communications;
- The role of Local Pension Board Members and the scheme manager;
- Policies in relation to the exercise of discretions;
- Communications with scheme members and employers;
- Key policy documents on administration.

Training Strategy and Policy

The Pension Board has a Knowledge and Understanding policy, which sets out how members of the Local Pension Board will acquire the knowledge and skills necessary to carry out their functions.

The approach of the training strategy is summarised below:-

- Credits are awarded for attendance at Board meetings and formally arranged training sessions and other relevant events which increase knowledge of the Firefighter Pension Schemes;
- Board members are expected to complete the Pension Regulator's on-line toolkit designed to provide a sound understanding of the roles and responsibilities of public service pension board members;
- Assessments of member's knowledge and skills may be used to determine areas for further training. Officers will maintain a record of the credits obtained by each individual member;
- The approach to training will be flexible, in order to recognise the ever changing landscape of Firefighters Pension Schemes;
- Training will be delivered in a way that complements the current activities or projects undertaken by the Scheme Manager and/or Pensions Administrators.

This year the Board have received the following training:-

Date	Event/Training
15 May 2019	Firefighter and Police Local Pension Board Conference
19 June 2019	Ill Health & Injury Workshop
18 July 2019	Pensionable pay workshop: Firefighters' Pensions
24-25 Sept 2019	Fire Pensions Annual Conference
02 October 2019	Local Pension Board Training Day (New Scheme Members' Session)
12 November 2019	LGA Pension Tax Course

All board members passed all of the 7 modules of the Pensions Regulator's online Public Service toolkit. The topics are:-

- Conflicts of Interest
- Managing Risk and Internal Controls
- Maintaining Accurate Member Data
- Maintaining Member Contributions
- Providing Information to members and others
- Resolving Internal Disputes
- Reporting Breaches of the law

Outcomes and recommendations

Decisions about the running of the Pension Schemes are made by Deputy Chief Executive Officer who is delegated to carry out that function by the Fire Authority in its capacity as the Scheme Manager for the Firefighter Pension Schemes.

The role of the Board is to assist the Scheme Manager to ensure compliance and to make recommendations to improve the efficient and effective administration and governance of the pensions function.

This year the Board has fulfilled its role in the following ways;

Area	Action
Pension Members understanding of the various schemes	Spoke with staff to gain knowledge of levels of overall understanding/awareness and produced guidance/training package to support moving forwards.
Assurance regarding ensuring quality of data	Liaison meeting with LGSS Head of Pensions to raise a number of issues; Annual Benefit Statements were checked and reissued where necessary. Data Quality review undertaken and LGSS committed to preparing a Data Improvement Plan and a payroll to admin reconciliation (agreed in principle to begin April 2020).
Supported changes to pensionable benefits	Pension tax presentation delivered to CFRS staff.
Member Self Service	Following consultation with LGSS this is scheduled to be introduced later this calendar year for Firefighters.
Risk Register	Liaison with Business Development & Risk Manager to put LPB Risk Register into RAG rated format and add to Central Risk Register as/when required.
Staff opting out	LPB decision for CFRS to record (where possible) the reasons for staff opting out of pension schemes; following liaison with LGSS request for this information has been added to the relevant form.
Issues Log	Creation of an issues log identifying areas for a watching brief that are not direct risks to the LPB or the scheme (therefore

	are not appropriate for the Risk Register). This is reviewed at each meeting.
Annual Benefits Statements	Assurance sought and received from LGSS that all have received these.

Future Dates of Meetings

The Board agreed to the following meeting dates for the next year:

29 January 2020

29 April 2020

29 July 2020

4 November 2020

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren

Telephone 07768 023436
matthew.warren@cambsfire.gov.uk

DATE: 6 February 2020

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update against the projects for 2019/20.

2. Recommendation

- 2.1 The Fire Authority is asked to note the Programme Status Report, as at January 2020, attached at Appendix 1.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial year 2019/20 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
 - firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and a number of external factors including the comprehensive spending review, National Framework, Integrated Risk Management Plan, Sustainable Communities Strategies, General Consultation and Legislation.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next in order to be completed.
- 4.5 The evaluation criteria focus on the following areas;
- benefits realisation – outlining the key benefit areas and how they can be achieved,
 - technical complexity – focusing on the complexity of the technical solution,
 - financial implications – including the estimated time and costs for project implementation and post project operational support,
 - business impact – covering the impact on key stakeholders and the organisation,
 - risks – the extent of risk exposure facing the organisation,
 - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.

5. Progress Report on Corporate Projects 2019/20

- 5.1 The current status of projects directly linked to delivery of corporate priorities is shown at Appendix 1.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Programme Status Report	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Business Development Programme Status Report

January 2020

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P124 SharePoint & Microsoft 365 Migration Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead member: N/A Completion Date: Migration June 2020 July 2021 Dec 2020 (Closure of DMS) Overall status: Green	Email to be circulated reminding personnel to save new documents to DMS not in the I drive.	500 spreadsheets have been sent out to staff for review either current documents or documents of staff who have left the Service. The Contract has been awarded and the supplier will be meeting with us on 23 Jan to discuss the project. Migration should take 4-5 months and will be undertaken by the supplier. Set up will be ICT resource and work will be significant. Closing down of DMS – documents will be archived as read only.	Board	
			Team	
			Budget	
			Risk	Additional licence costs if extended delay
			Controls	
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Jodie Houseago Lead Member: N/A Completion Date: Contract Award Oct 2019 Overall status: Green		Weekly meetings scheduled & ongoing with the suppliers Project Manager. Technical workshop and site visits to SHQ/St. Ives/Dogsthorpe held this week. Data migration work package – Activities have commenced with sourcing data for initial build.	Timescales	Migration to be complete by June 2020
			Board	
			Team	
			Budget	Deviation report
			Risk	
			Controls	

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Business Development Programme Status Report

January 2020

Project	Issues	Successes	Project Performance	
		Workshop scheduled 22 Jan Secondary control work package – BT lines now installed. Airway survey undertaken – awaiting outcomes. Requirements for refurbishment sent to Property. Secondary control to be up and running by May ready for install of ICCS/Mobs. Station End Equipment work package – Revised procurement strategy approved at Programme Board on 17 Dec. Exemption approved for direct award.	Timescales	TBC
P073 Asset Management Software Project Sponsor: Matthew Warren PM: Stuart Grey Lead Member: N/A Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec-18 Dec 19 Stage 5 ICT/Health & Safety Mar-2019 – Sept	<p>Governance - As a result of the audit carried out by external auditors in Jan/Feb there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource. The Head of Operational Support Group is aware and dealing with this. Operational System ownership being resolved action still o/s.</p> <p>Risk around day to day</p>	<p>End Project Report has been produced and accepted in principle by the board. The board has asked that it go to the April programme board so that all the issues outstanding can be cleared up and resolved.</p> <p>Meeting with Business Intelligence and Performance team re reporting. Dashboard to be created for Property.</p> <p>Need to consider refreshing</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Business Development Programme Status Report			January 2020	
Project	Issues	Successes	Project Performance	
2019-Dec 19 Property Sep 2019 Dec-19 Feb-20, 31st Mar 20 Overall Status: Amber	management following project close down – being discussed at Board level.	tablets and scanners.	Timescales	End Mar 20. Sponsor agreed no further deviation required.

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Business Development Programme Status Report

January 2020

Project	Issues	Successes	Project Performance	
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Jon Anderson CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC Status: Red ESMCP cont.	<p>Full Business Case at Cabinet Level still awaiting approval anticipated March/April 2020.</p> <p>Mini Business Case requested by Home Office in relation to Section 31 Grant Funding</p> <p>Commencement of Coverage Testing remains delayed until Q2 2020.</p>	<p>Meeting with Group Commanders to discuss potential resourcing for coverage testing.</p> <p>Mini Business Case submitted in relation to use of Grant Funding for replacement ICCS/CAD – Awaiting Approval</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on Airwave
			Controls	Absence of accurate details
P088 On Call Board Stage 2 PM: Karl Bowden Project Sponsor: Rick Hylton-Jon Anderson Lead Member: Cllr Reynolds Completion Date: Stage 1 Feb 16 Complete Stage 2: May 31st 2016 Complete		<p>End Project Report being produced, for Feb Project Board.</p> <p>Discussions ongoing as to how this will be managed moving forward. Governance Board to be established but ToFR still to be confirmed.</p>	Timescales	Still unknown
			Board	
			Team	
			Budget	
			Risk	

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Business Development Programme Status Report

January 2020

Stage 3: Alternative Appliances Jan-2018 Jan 2019 Complete Alternative Crewing On Call standby's March 2017 Complete Alternative Crewing W/T Secondary Contracts June 2018 Complete Phased Response April 2019- 31/10/19 Complete Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete Implementation TBD Crewing – Feasibility Study June 2019 Complete Implementation TBD Status: Green			Controls	
			Timescales	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Contract Award Completion date: June 2019 (via VEAT Notice May 2017) Dec 2019 Overall status: Green	The planned completion date has slipped to the end of Jan 20. This is due to delays with 3 links and a delay in commissioning the resilient link for the new Internet feed. The delays will not impact on budget or service provision to sites.	The supplier is confident that the new provision will be fully operational by the end of Jan 20. Work is continuing on the final aspects of the commissioning.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Slippage to end of Jan

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Business Development Programme Status Report			January 2020	
Project	Issues	Successes	Project Performance	
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren PM: Sarah Newton Completion Date: Sept 2018-April 2019-Nov 2019 Project Status : Green		Project on hold End Stage Report submitted October 2019 as project reached a natural stage end for CFRS.	Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith Completion date: Negotiations/Sign collective agreement Oct 2018-July 2019 Implementation – Start of Trial Jan 2019 April 2019–May 2019 July 2019 to end of Dec 2021 Status: Green		Trial ongoing - no issues and currently working well	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart Grey Completion date: First	Awaiting outcome decision from Police on the use of Monkswood. Fire Authority to make a final decision between Monkswood and St.Johns at a special Fire	None this period	Board	Not yet formed
			Team	Not yet formed
			Budget	Awaiting Planning decision
			Risk	Full risk review undertaken

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Business Development Programme Status Report			January 2020	
phase Contract signed 31/05/18 Status: Amber - In planning	Authority meeting in March.		Controls	Board and Team not formed
			Timescales	Awaiting Planning decision
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey Completion date: TBD Status: Amber - In Planning	Need to understand the plans for Monkwood before a decision can be made regarding this work.	None this period	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	Result of Judicial review may impact.
P118 Fireground Radios (to include BA radios) Project Sponsor: Ryan Stacey Project Manager: Ed Miller Completion Date: Stage 3 End of Mar 2020 Status: Green	A new Framework has just been released. However the details of all devices available and their costs are not currently available – Procurement working on this. Early engagement with framework suppliers in relation to compatibility with Breathing Apparatus kit.	The End Stage Report has been approved by the Project Board. Now in formal collaboration with London Fire Brigade (LFB). On schedule to meet Feb deadlines for specification release. Awaiting confirmation of meeting between CFRS and LFB project teams for networking.	Board	
			Team	
			Budget	TBD
			Risk	Full Risk review following confirmation of collaboration decision in December

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Business Development Programme Status Report

January 2020

Fireground Radios cont...		Current volume of devices has been confirmed via Operational Support Group. Numbers required for future procurement now to be confirmed with Operational Support Group and Training Centre. We will require this to inform LFB of our requirements.	Controls	
		Maintaining 2 way contact with Suffolk FRS who are still interested in our developments as a potential collaboration prospect should the London collaboration not meet our requirements and we need to move to Plan B, the framework.	Timescales	
P122 Training Centre Review Project Sponsor: Chris Parker Project Manager: Wayne Swales Completion date: Jan 2021 Status: In planning	None	Project Board in place, and Project Start up meeting held. Project Team members now being confirmed. Visit to West Mids scheduled in, to see how they use their resources differently. Project has 2 strands what we deliver and resources required to support this. Current Training Centre instructors areas of responsibility are being reviewed	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Business Development Programme Status Report	January 2020
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Type 2 Projects

Project	Issues	Successes	Project Performance	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: Simon Newton PM: John Sherrington-Rob Olivier Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Q4 2018-Jan 2019 Stage 3: Specialist roles Completion April 2019 Stage 3 Phase 2 CFC and Professional Support Staff Completion Oct 2019 Stage 4 June 2020 Overall Status: Green	<p>Control have requested amendments to their build; Work package updated for Combined Fire Control Rep and fed into project team.</p> <p>Business continuity being looked at as part of project.</p> <p>Backlog of eLearning content; Recruitment of apprentice and business case for external contractor in progress.</p> <p>SharePoint Interdependency re; Assessment Forms Links to be re-established after migration from DMS.</p>	<p>User Forum start up meetings completed.</p> <p>TRaCS training Champions sessions booked.</p> <p>Following feedback from users;</p> <ul style="list-style-type: none"> Reporting tools have been revamped. Business Intelligence Performance have created Strategic Reports on core competencies for Chief Officers Group. Unhitching of eLearning packages from knowledge checks. Search function improved. <p>Two options for improving bulk sign off are being investigated by the project team.</p> <p>Wholetime supervisory managers given update of project progress and instruction on reporting functions.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Stage 4 to June 2020

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Business Development Programme Status Report

January 2020

Project	Issues	Successes	Project Performance	
P093 Co-Responding Project Sponsor: Jon Anderson Project Manager: Karl Bowden (part of P088) Lead Member: N/A Co-Responding Trial End Sep 2016 – Nov 2016 Feb 2017 – Mar 2017 May 2017 – End of July Nov 2017 Overall status: Amber		Area Commander instigating full evaluation and will feed back through Programme Board.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson Project Sponsor: Jon Anderson Completion Date: May 31st Dec 31st 2019 Overall Status: Green		Rope Rescue – Consolidation training planned for 2020, also the new staff moving to A27 penned in for training. Equipment purchased and crewing resolved to cover the courses. Boats – Bespoke CFRS boat courses 3 days have commenced and have been received extremely well. These will be undertaken with	Board	
			Team	
			Budget	
			Risk	
			Control	

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Business Development Programme Status Report

January 2020

Replacement IRU on the run April 2018-June July 2018 - Complete		<p>an end date set of April.</p> <p>Paratech – Awaiting a decision if funding is available for the purchase of this equipment. Plan has been arranged if the go ahead is given for training role out.</p>	Timescales	<p>Deviation report to be submitted to Jan Board</p>
P114 Intranet Refresh Project Sponsor: Hayley Douglas PM: Claire Morris Completion date : 31/12/19 Status: Green	<p>Reviewing Equality Impact Assessment with regards to dyslexia with Equality Advisor so potential for minor tweaks. Gathering feedback to inform future actions.</p>	<p>New intranet went live 01/01/20. Positive feedback to date. Champions loaded information –the majority of departments populated their pages. Positive feedback on ease of use of new Content Management System End Project Report being drafted</p>	Board Team Budget Risk Controls Timescales	
P116 Aerial Replacement Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: Feb 2021 Overall status: Green		<p>Turntable ladders are in build and on track.</p> <p>Training package being developed ready for when the appliances are developed</p> <p>Project on track.</p>	Board Team Budget Risk Controls Timescales	

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Business Development Programme Status Report

January 2020

Project	Issues	Successes	Project Performance	
P119 Hydrant Software Review Project Project Sponsor: Ryan Stacey Project Manager: Nicola Smith Completion Date: Phase 1 30th June 31/10/2019 (Review Stage) Overall Status : Green		<p>Following a suppliers proposal 2 options are available:</p> <p>1.Us to use internal resource to modify existing asset system and then move to the new version when available. Costs for this are negligible.</p> <p>2.£8,000 cost for Proof of Concept. Host beta copy of new version of application on the Cloud and run workshops to develop this.</p> <p>The supplier has not yet released the new version of the application. Project Board keen to pursue Option 1.</p> <p>Testing a Hydrant 'walk' in the asset database and will gather feedback.</p> <p>No mapping in current version but newer version will have. Will be full API on new version.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P120 SHQ Barrier Project Sponsor : Matthew Warren Project Manager: Maurice Moore Completion Date: Oct 2019 31/03/2020 Overall		<p>Start-up meeting 16/1/20 which will determine start date.</p> <p>Some local management issues</p> <p>Additional parking to follow the installation of the barrier – planning</p>	Board	
			Team	
			Budget	Deviation report to be drafted for Phase 2 – additional work
			Risk	

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Business Development Programme Status Report

January 2020

status: Green		permission required for additional car parking spaces	Controls	
			Timescales	

Project	Issues	Successes	Project Performance	
P121 Fire Behaviour Training (FBT) Decommissioning Project Sponsor: Chris Parker Project Manager: Kevin Turner Completion Date: TBD Overall status: In Planning		Fire Behaviour training area land owners have confirmed they would like the containers to be removed. A meeting has been set up on the 12 th Feb so the Owners of the site can look to get a quote from an approved contractor.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Glossary

Cambridgeshire Fire & Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Combined Fire Control (CFC)
Community Fire Risk Management Information System (CFRMIS)
Community Fire Safety (CFS)
Comprehensive Spending Review (CSR)
East of England Ambulance Service Trust (EEAST)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
Emergency Services Network (ESN)
Fire Protection (FP)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
General Data Protection Regulation (GDPR)
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
Heads of Groups (HofG)
Integrated Risk Management Plan (IRMP)
Local Government Shared Service (LGSS)
Memorandum of Understanding (MOU)
Mobile Data Terminals (MDT)
National Fire Chiefs Council (NFCC)
Official Journal of European Union (OJEU)
Skype for Business (SfB)
Station End Equipment (SEE)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)
Voluntary Ex-Ante Transparency Notice (VEAT)
Whole-time (W/T)

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Document #: 85817 Version:88

Author_Id: JACKIE.WATSON

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: 6 February 2020

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019/20

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on revenue and capital spending as at 31 December 2019.

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2019/20 was approved at the Fire Authority meeting held in February 2019. The total budget was set at £29.505m with a total precept of £20.088m.
- 4.2 At its meeting in July 2019 the Policy and Resources Committee approved a revenue carry forward of £2.074m. The carry forward included grant income of £0.879m. The carry forward reduced by £26k as a result of an invoice being incorrectly included on the original carry forward request. This was removed leaving a revised revenue budget for the current financial year of £31.543m.
- 4.3 A budgetary control summary showing the main variations to the end of September 2019 is attached at Appendix 1.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters is being monitored closely this financial year owing to the significant number of leavers and new starters. The Service, after approval from the Policy and Resources Committee in July 2018, created an operational reserve of £975k to ensure crewing levels can be maintained until the current period of high turnover comes to an expected conclusion at the end of 2021. The Service recruited 20 new full-time firefighters in September 2018, with an additional eight new firefighters starting on 1 September 2019. These firefighters are now on operational watches across the county. The financial impact of these new recruits will be an overspend on the full-time firefighter budget at year-end, when a draw down from the operational reserve will be made, as required.
- 5.2 The professional support employee budgets are showing an overall underspend at present. This is owing to staff turnover. The overspend against the Senior Officer's pay relates to the Assistant Chief Fire Officer's secondment to Essex County Fire and Rescue Service. The income which offsets this cost is included within the other income line. This line is showing a significant increase to date for the year.
- 5.3 Fire allowances is expenditure relating to our flexible duty officers who provide operational officer cover and response. At present, we are running above budgeted levels owing to sickness. We also have a number of additional officers where shadowing arrangements are in place whilst they are assessed for competency. This overspend will also be charged to the operational reserve at year end.
- 5.4 The premises budget is currently underspent by £42k. There is a small cost pressure against rent and rates resulting from a change in the rateable value of Chatteris fire station. We are going through a process of challenging all of our rateable values with the hope that some will be appropriately reduced. The overall budget for property is expected to balance at year end.
- 5.5 The transport costs are underspent by £78k. Within this figure is an overspend relating to On-Call stand-by mileage where we use On-Call firefighters to crew appliances across the county.
- 5.6 The supplies and services budget is showing an underspend of £600k. This underspend largely relates to IT and communication equipment, where contractual payments are not running in accordance with the anticipated spending forecast to date this year. These contractual costs are expected prior to the end of the financial year, thus reducing this underspending.
- 5.7 To the end of November 2019, there was an underspending of £85k against the operational fire budget. This relates to On-Call and is owing to the continued challenge of recruiting On-Call firefighters.

6. Update - Capital Expenditure and Financing

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

CAPITAL RECEIPTS BUDGET 2019 - 2020					
		Original Budget	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	2,335	478	2,813	1,054
Land & Buildings	6.3	1,210	430	1,640	839
Equipment	6.4	292	30	322	129
IT and Communications	6.5	350	331	681	100
		4,187	1,269	5,456	2,122
Financing		0			
Capital Receipts		-262	0	-262	0
Loan		-2,088	0	-2,088	0
Grants		0	0	0	0
Capital Grants Reserve		0	0	0	0
Application of Capital Reserve		-881	0	-881	0
Revenue Contribution		-956	-1,269	-2,225	-2,122
		-4,187	-1,269	-5,456	-2,122

6.2 This budget covers the purchase of operational and non operational vehicles. The adjustment relates largely to carried forward funding relating to there being a supplier delay in accepting orders for new vehicles. The major area of expenditure within the vehicles budget will be the purchase of two aerial appliances. The Service has also ordered a significant number of officer vehicles this financial year that were delayed owing to the introduction of new emission testing requirements. The exact timing of when these vehicles will be received is not yet known so it maybe that a funding carry forward will be required.

6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided to enhance the training facilities for Wisbech and St Neots. Further improvements and enhancements to these sites have been identified as a result of condition surveys undertaken as part of the collaboration work with the police. Wisbech fire station will be prioritised to ensure it is also suitable to accommodate the revised day crewing shift arrangements. Formal quotations are being sought with regard to these works and the Authority may be asked to approve a drawdown from the reserve to fund in advance of next years' capital programme.

- 6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.
- 6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last year's budget to fund the upgrade to our Wide Area Network and Wi-Fi coverage across the Service.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Final Revenue and Capital Budget Position 2018/19	Hinchingbrooke Cottage Brampton Road Huntingdon PE29 2NA	Matthew Warren Deputy Chief Executive matthew.warren@cambsfire.gov.uk

Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	5.1	12,602,140	9,444,453	9,505,897	61,444	1%
Control Room Staff		1,548,880	1,158,401	1,207,461	49,060	4%
Local Govt. Employees		3,573,870	2,778,487	2,645,952	-132,535	-5%
Senior Management (Hay)	5.2	3,008,881	2,257,768	2,321,876	64,108	3%
Recruitment & Training		640,045	472,483	336,161	-136,322	-29%
Fire Allowances	5.3	617,470	485,599	546,847	61,248	13%
EMPLOYEE COSTS		21,991,286	16,597,191	16,564,194	-32,997	-0
Property Maintenance		368,278	268,663	245,816	-22,847	-9%
Insurance		79,900	75,911	45,083	-30,828	-41%
Energy Costs		305,410	203,676	182,993	-20,683	-10%
Cleaning		159,581	109,137	110,844	1,707	2%
Rents & Rates		688,730	688,730	704,263	15,533	2%
PREMISES	5.4	1,601,899	1,346,117	1,288,999	-57,118	-0
Car & Cycle Allowances		69,110	51,815	67,618	15,803	30%
Vehicle Running Expenses		289,511	217,395	129,867	-87,528	-40%
Vehicle Insurance		142,410	138,305	131,977	-6,328	-5%
TRANSPORT AND MOVEABLE PLANT	5.5	501,031	407,515	329,462	-78,053	-0
Office Expenses		354,636	264,861	184,861	-80,000	-30%
IT & Communications Equip.		2,184,717	1,819,347	1,459,783	-359,564	-20%
Fire Equipment		325,411	229,931	179,984	-49,947	-22%
Uniforms & Clothing		535,180	438,366	374,105	-64,261	-15%
Other Supplies & Services		1,354,553	894,090	846,343	-47,747	-5%
SUPPLIES AND SERVICES	5.6	4,754,497	3,646,595	3,045,075	-601,520	
CONTROLLABLE EXPENDITURE		28,848,713	21,997,418	21,227,730	-769,688	-3%
Other Income		-1,325,283	-1,181,947	-1,181,947	0	-0%
Other Government Grants		-1,804,548	-1,576,861	-1,576,861	-0	0%
CONTROLLABLE INCOME		-3,129,831	-2,758,808	-2,758,808	-0	
NET CONTROLLABLE EXPENDITURE		25,718,882	19,238,610	18,468,922	-769,688	-4%
Debt Charges		2,141,741	75,226	54,467	-20,759	-28%
External Interest		-90,000	-29,952	-59,299	-29,347	98%
CAPITAL FINANCING		2,051,741	45,274	-4,832	-50,106	
Pensions - Lump Sums		632,940	474,705	463,245	-11,460	-2%
Operational Fire Budget		3,139,433	2,304,582	2,220,091	-84,491	-4%
SAFETY-NETTED EXPENDITURE	5.7	3,772,373	2,779,287	2,683,336	-95,951	
NET EXPENDITURE		31,542,996	22,063,171	21,147,426	-915,745	-4%

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 17 October 2019

Time: 09:30am - 10:40am

Place: Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon.

Present: Councillors: S Bywater, D Over (Vice – Chairman) T Rogers, and M Smith.

Officers: Matthew Warren – Deputy Chief Executive, Simon Newton - Area Commander, Deb Thompson – Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer and Tamar Oviatt-Ham – Democratic Services Officer.

114. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors D Giles, M Jamil and K Reynolds (Chairman).

115. DECLARATIONS OF INTEREST

No declarations of interest were received.

116. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 18 JULY 2019

The minutes of the meeting held on 18 July 2019 were confirmed as a correct record and were signed by the Chairman.

117. ACTION LOG

The Committee noted the action log.

118. EQUALITY AND INCLUSION COMPLIANCE REPORT 2018-19 (INCLUDING GENDER PAY GAP)

The Committee received a report detailing equality progress in the year 2018-19 and the gender pay gap as at March 2019.

Members noted:

- That 402 people attended 66 Fire Safety Business Seminars across the County last year

- That 5,474 Safe and Well visits were carried out of which 74% provided diversity data.
- Following the recruitment and initial operational training of 21 new Firefighter recruits, a two day community safety module was introduced to their re-integration training.
- That Officers reported at the last meeting about the gender pay gap and a report would be brought back to Committee with an initial proposal in December.
- The RESPECT action plan had shown great progress but there was still greater improvements required.
- The Annual Equality and Inclusion Compliance report would be published on the Fire Authority's Website.

In discussing the report:

- A Member questioned the wording of section one of the report on page 20 of the papers, where it referred to 'All Communities' and then 'Businesses'. Officers clarified that this should read 'All Business Communities' and would be amended. **ACTION**
- Members queried what Q+ stood for at the end of LGBT. Officers clarified that this stood for queer and the + symbol for other which included questioning, intersex, and asexual people. Officers clarified that they would add the meaning to the glossary in the report for clarification. **ACTION**
- Members discussed the numbers of women leaving the organisation and noted that the numbers had risen over the last few years. Officers explained that this had been acknowledged as a concern and that a number of the support level staff had left to progress their careers. There had been no trends identified through the exit interview process and the process had been changed so that individuals could pick who would conduct their exit interview. Members requested further information on where individuals were going. **ACTION**
- A Member queried the use of the wording 'legitimate aim' test under point eight of the report on page 23 of the papers. Officers explained that this was a legal term and gave an example of what this meant in relation to additional allowance responsibility were Officers would review how the allowance compared with the market.
- Members thanked Alison Scott the Equality and Inclusion Advisor, who was due to leave the Authority, for all of her hard work over the past few years.

It was resolved unanimously to:

Agree the content of the Equality and Inclusion Compliance Report 2018/19 (including Gender Pay Gap) and recommend its content to the Fire Authority.

119. INTEGRATED RISK MANAGEMENT PLAN 2020 TO 2024

The Committee considered the draft Integrated Risk Management Plan 2020 to 2024.

Members noted:

- That the same process for pulling the plan together had been used as last year but with increased staff engagement, asking for staff input into the plan.
- The data showed that the number of incidents had increased over the last five years (29% increase) with a 4% increase per 100,000 population. This however indicated that whilst fire numbers had increased this was in correlation to population growth in the County.
- The peak in call outs was in the summer period with secondary fires due to the hot weather.
- There had been an increase in attendance at incidents related to special services and collaboration with other emergency services.
- The vision and strategic risks remained the same but the language used was changing with a focus of availability of On-Call.
- Through staff engagement there had been an appetite to take forward some challenging actions.
- Mobilising technology was a key focus in the next few years due to the anticipated role out of a new communications system.
- Performance measures had been reviewed to take into account how the Office of National Statistics defined Urban and Rural.

In discussing the report:

- Members questioned what the statistics were for call outs when the fire service were then not required. Officers explained that they did not currently report on this but it was possible to report on this in future if required.
- Members discussed collaborative work and questioned whether there was a cost risk to attending fires out of county. Officers explained that Cambridgeshire called on their partners support fractionally more and that

this was reviewed regularly in terms of any impacts on response standards. Members queried whether there was a specific budget line for this work. Officers explained that there was a summary line for this in the budget and there were monitoring arrangements in place with partners.

- Members queried whether further investment was required for the On-Call firefighter campaign. A Member gave an example of the investment that had been made at the County Council in relation to the Fostering Campaign which had proven to be successful. Officers clarified that there had been a lot of advertising locally but the issue was that the target audience in mostly rural areas did not work in the vicinity during the day so there was low take up. Members discussed how this could be supported and marketed further and suggested that Officers engaged with Parish Councils to raise further awareness. **ACTION**
- A Member highlighted that under the strategic aims the Combined Authority should be added to the partners under the 'Community Safety Excellence' section.
- Members queried whether there had been any developments in the law in terms of penalties for setting fire to cars. Officers explained that there had been no developments in this area but that this could be raised at the Fire Lawyers Network as a concern. **ACTION**

It was resolved unanimously to:

Approve the Integrated Risk Management Plan 2020 to 2024 and recommend it to the Fire Authority for public consultation.

120. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019-20

The Committee received a report that gave an update on revenue and capital spend as at 30 September 2019.

Members noted:

- That the Authority were going through a process challenging all of the rateable values of properties in terms of rental value and that the overall property budget was expected to balance at year end.

In discussing the report:

- Members queried how the costs were covered for the Assistant Chief Fire Officer secondment to Essex Fire and Rescue Service. Officers explained that this was covered in 5.2 of the report on page 98 of the papers and that Essex Fire and Rescue Service covered the costs with the income shown on the 'other income' line of the budget.

It was resolved unanimously to:

Note the position on revenue and capital spending.

121. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

The Committee received a report that provided an update on the strategic risks of the Authority as at September 2019 and highlighting risks that were considered above the risk appetite of the Authority.

Members noted:

- In the 'Very High' risk category there were four constant risks with an active status including:
 - Targeted Cyber Attacks - there were numerous controls in place monitored by the ICT Service Improvement Plan.
 - Training Centre Review – work was ongoing to consider the options available.
 - Communications Resilience – Ongoing delays with the national project. The Authority had representation on the regional project group and were closely monitoring developments.
 - On-Call leavers – recent developments included the use of On-Call standbys which had been in place for 18 months and had proven to be effective in the retention of On-Call.
- In the 'Very High' event driven risk category, the Health and Safety Risk was being closely monitored and a detailed action plan developed.

In discussing the report:

- Members queried the Authority's relationship with the Environment Agency. Officers explained that as part of the Gold Command all of the key agencies worked together to respond to incidents including severe weather. The Authority had taken part in exercises this year including sending high volume pumps to Bristol.
- Members raised concerns in relation to the ongoing discussions regarding the training centre and the delays in governance. Officers explained that talks were still ongoing and that the Committee would be kept up to date with developments.

It was resolved unanimously to:

Review and note the strategic risk report and the risk distribution.

122. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee received a report that provided an update against the Fire Authority Projects for 2019-20.

It was resolved unanimously to:

Note the Programme Status Report as at September 2019.

123. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

No additions were made to the work programme. The work programme was noted.

Chairman

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 19 December 2019

Time: 3:00pm - 4:18pm

Place: Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon.

Present: Councillors: S Bywater, D Giles, M Jamil, D Over (Vice – Chairman), K Reynolds (Chairman), T Rogers, and M Shellens.

Officers: Chris Strickland – Chief Fire Officer, Matthew Warren – Deputy Chief Executive, Deb Thompson – Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer, John Fagg – Head of ICT and Daniel Snowden – Democratic Services Officer.

124. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillor M Smith.

125. DECLARATIONS OF INTEREST

Councillors Bywater, Giles and Shellens declared a non-statutory interest in minute 136 – Relocation of Huntingdon Fire Station and Training Centre as they were members of the Police and Crime Panel.

126. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 17 OCTOBER 2019

The minutes of the meeting held on 17 October 2019 were confirmed as a correct record and were signed by the Chairman.

127. ACTION LOG

The Committee noted the action log and the following updates provided at the meeting:

- Minute No. 101 – Regarding progress in relation to the age related claim due to pension changes, Members were informed that an interim order had been made that instructed 1992 conditions should be reinstated. It was not clear what impact the ruling would have. However, central government funding would be required in order to meet the additional financial pressure.
- Minutes 118 and 119 – An email update would be provided following the meeting.

128. MINUTES OF THE FIRE OVERVIEW AND SCRUTINY MEETING HELD ON 3 OCTOBER 2019

It was resolved to note the minutes of the Overview and Scrutiny Committee meeting held on 3 October 2019.

129. DRAFT MEDIUM TERM FINANCIAL STRATEGY 2020 TO 2024

The Committee received the draft Medium Term Financial Strategy (MTFS) and associated Financial Plan for 2020/21 to 2023/24. Members noted that the Government spending review had been delayed and due to the general election no information had been received regarding the provisional one year settlement figures for 2020/21. It was anticipated that the details would be released mid to late January 2020. Therefore, an assumed 2% increase to Council Tax had been applied within the MTFS. Officers commented that consideration may want to be given to the public consultation on the proposals and what form that may take. Members noted the level of uncertainty regarding the proposals due to the delay to the financial settlement and the deadlines of District Council's that administer the billing.

In discussing the report:

- Members noted that public consultation was a statutory requirement. However, the consultation could be relatively light touch.
- The Committee noted that generally public consultations undertaken resulted in few responses.
- The Chairman commented that he would be inclined to undertake a roadshow at locations such as Queensgate shopping centre and engage with the public directly regarding proposals.
- A Member suggested consulting on increasing the Council Tax precept by a maximum of £5. However, it would be essential that the purpose of the proposed increase was made clear to the public.
- Officers explained that the approach to public consultation had varied over the years including roadshows and surveys. It was found that the first year of a new approach increased the number of responses and then tended to decrease in subsequent years. A mixed approach to consultation would probably be most effective. Members noted that an online survey together with a press release would be the most cost effective.
- It was proposed with the unanimous agreement of the Committee to amend recommendation c) of the report to approve the draft increase in Council Tax by up to £5 for consultation.

It was resolved unanimously to:

- a) Approve the proposed MTFS 2020/21 to 2023/24;
- b) Note the draft financial plan that includes provisional precept estimates; and
- c) Approve the proposed draft increase in Council Tax by up to £5 for consultation.

130. EQUALITY PAY AUDIT – UPDATE ON WORK TO PROGRESS ACTIONS

The Committee considered the update on work to progress actions arising from the Equality Pay Audit.

Officers, informed the Committee that the report provided an update following the report presented at the July 2019 meeting that had highlighted a number of potential risks for the organisation. Work had been undertaken with a specialist to develop a new pay structure within the agreed cost parameters. The proposals were currently being assessed and subject to that assessment would be presented to the January 2020 meeting of the Committee.

It was resolved unanimously to:

Note the contents of the report.

131. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019-20

The Committee received a report that gave an update on revenue and capital spend as at 30 November 2019.

Officers drew attention to an under spend in IT and Communications that would be largely spent as there were a number of contracts that would be paid later in the financial year. Members noted the successful recruitment of eight firefighters that were now operational which would result in an over spend on the full-time firefighter budget at year end and therefore an operational reserve had been created to address the issue. Officers highlighted fire allowances expenditure relating to flexible duty Officers who provided cover to a number of Officers who were long term sick and the number of on-call firefighters that remained a cause for concern.

In discussing the report Members:

- Noted that regarding on-call, some expenses were allocated to the wrong area and they would be corrected.

It was resolved unanimously to:

Note the position on revenue and capital spending.

132. ANNUAL REVIEW OF THE ICT SHARED SERVICE AGREEMENT

The Committee received a report that provided the outcome of the annual review of the operation of the ICT Shared Service Agreement for the period 1 April 2018 to 31 March 2019, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

The Committee was informed that the re-structure had been successful. Some staff had left but there had been no requirement for redundancies. The transition to new ways of working had been smooth and the Key Performance Indicators were returning to previous levels. High profile projects such as upgraded infrastructure and the move to Microsoft Office 2016 had been successfully implemented.

Costs of the shared service relating to staffing had remained stable. There had been difficulties in recruiting to the server engineer role due to the level of salary being offered.

In discussing the report Members:

- Noted that a contractor had been used to cover a vacancy however it was unsustainable. A Support Engineer had moved across into the Server Engineer role and the apprenticeship scheme had been successful in growing talent.
- Noted that depending on the role, pay lagged around 10% behind the market rate. Where it could be justified pay was varied in order to attract applicants. In 2013 a report was presented to the Fire Authority that agreed a shared service vehicle that would share terms and conditions with Bedfordshire Fire and Rescue Service (BFRS); the shared terms and conditions were not progressed by BFRS.
- Questioned why the relationship with BFRS was being persevered with. Officers explained that the relationship in most areas was successful and it was only this area where there were difficulties due to an unwieldy governance structure. To resolve the issue a single governance arrangement was recommended by an independent review that was carried out a number of years previously. CFRS members had signed up to the approach however, for unknown reasons, BFRS members had not to date been asked for their agreement.
- Commented that maintaining a relationship because it was convenient was not preferable when there were many potential partners available.
- Drew attention to the colours and ratings used within the Annual Customer Survey results as the scores appeared to be modest. Officers

explained that the scores were out of seven. The scores represented the user perception of IT services and looked at whether they were improving and not how well they were performing. Officers undertook to set benchmarks for where it was expected results should be. **ACTION**

It was resolved unanimously to:

- a) Consider the outcomes of the fourth annual review of the operation of the ICT Shared Service Agreement; and
- b) Note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

133. UPDATE REPORT ON THE IMPLEMENTATION OF THE NEW MOBILISATION AND INTEGRATED CONTROL AND COMMUNICATIONS SYSTEM

The Committee received a report that provided an update on the progress of the project to implement the new mobilisation and Integrated Control and Communication System (ICCS).

Members noted that the contract had been signed and work was underway to create the system specifications and manage the procurement process. It was anticipated that implementation and testing would take place through most of 2020 in order to ensure it was ready to go live. Dogsthorpe had been identified as the most suitable location to house a secondary control location, in preference to St Ives, as it provided improved resilience not least because it was in a different telephone area code.

Members noted that discussions had taken place with Leicestershire Fire and Rescue Service who had implemented the same system and have sought to learn from their experience.

It was resolved unanimously to:

Note the update as at November 2019.

134. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

No additions were made to the work programme which was noted. otedd.

135. EXCLUSION OF PRESS AND PUBLIC

It was resolved to exclude the press and public from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would

not be in the interest for this information to be disclosed: information relating to the financial or business affairs of any particular person (including the authority holding that information).

136. RELOCATION OF HUNTINGDON FIRE STATION AND TRAINING CENTRE

The Committee received a report that identified a suitable site on which to locate a new fire station and training centre.

It was resolved to:

Agree the recommendations as set out in the exempt report.