

FIRE AUTHORITY



Date: Thursday, 19 December 2024

14:00hr

Red Kite Room

New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE

AGENDA

Open to Public and Press

1. **Apologies for Absence and Declarations of Interest**
2. **Minutes of the Fire Authority meeting held 20th June 2024** **5 - 18**
3. **Chairs Announcements**
4. **Draft Financial Strategy 2025-26 to 2028-29** **19 - 26**
5. **Annual Review of Constitutional Documents December 2024** **27 - 114**
6. **Annual Governance Statement 2023-24** **115 - 124**
7. **Appointment of S151 Officer and Deputy Statutory Officers** **125 - 128**

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| 8. | Equality, Diversity and Inclusion Compliance Report 2023-24
(including Gender Pay Gap) | 129 - 174 |
| 9. | Grenfell Tower Inquiry - Service Action Plan Update | 175 - 180 |
| 10. | Policy and Resources Committee Minutes - 23 October 2024 (for
noting) | 181 - 186 |
| 11. | Overview and Scrutiny Minutes - 9 October 2024 (for noting) | 187 - 190 |
| 12. | Exclusion of Press and Public
<i>To resolve that the press and public be excluded from the meeting on
the grounds that the agenda contains exempt information under
Paragraphs 1 & 3 of Part 1 of Schedule 12A of the Local Government
Act 1972, as amended, and that it would not be in the public 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)</i> | |
| 13. | Estates Portfolio Update <ul style="list-style-type: none"> • Information relating to the financial or business affairs of any
particular person (including the authority holding that information); Date of Next Meeting
13 February 2025 | |

The Fire Authority comprises the following members:

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

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

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

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

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

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

Councillor Edna Murphy (Chair) Councillor Mike Black Councillor Andrew Bond
Councillor Neil Boyce Councillor Simon Bywater Councillor Douglas Dew Councillor
Wayne Fitzgerald Councillor Ian Gardener Councillor John Gowing Councillor Ros
Hathorn Councillor Mohammed Jamil Councillor Sebastian Kindersley Councillor Catherine
Rae Councillor Kevin Reynolds Councillor Philippa Slatter Councillor Mandy Smith and
Councillor Simone Taylor

Clerk Name:	Tamar Oviatt-Ham
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Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 20th June 2024

Time: 2.15-3.30pm

Venue: New Shire Hall, Alconbury Weald

Present: Cambridgeshire County Council:

Councillors: M Black, I Gardener, J Gowing, R Hathorn, S Kindersley, E Murphy (Chair), C Rae, P Slatter, M Smith and S Taylor

Peterborough City Council:

Councillors: A Bond, N Boyce, W Fitzgerald and M Jamil (Vice Chair)

Officers present: J Anderson, S Ismail, T Oviatt-Ham, C Strickland and M Warren

113. Election of Chair

The Monitoring Officer called for nominations for Chair. Councillor Jamil nominated Councillor Murphy, and this nomination was seconded by Councillor Kindersley. There were no further nominations. Following a show of hands, the Monitoring Officer announced that Councillor Murphy was therefore elected as Chair of the Fire Authority for the municipal year 2024-25.

114. Appointment of Vice Chair

The Chair called for nominations for Vice Chair. Councillor Murphy nominated Councillor Jamil, and this nomination was seconded by Councillor Black. There were no further nominations. Following a show of hands, the Chair announced that Councillor Jamil was therefore elected as Vice-Chair of the Fire Authority for the municipal year 2024-25.

115. Apologies for absence and declarations of Interest

Apologies were presented on behalf of Councillors Bywater, Dew and Reynolds.

116. Chair's Announcements

See Appendix 1 to these minutes.

The Chair welcomed Councillors Black and Boyce, who had replaced Councillors Goodliffe and Warren. The Chair thanked Councillors Goodliffe and Warren for their contributions to the Fire Authority during their tenure.

117. Public Question

The Fire Authority received a Public Question from Mr Parsons, on behalf of a group of leaseholders of Parkside Place.

Mr Parsons explained how the Parkside fire station in Cambridge was part of the estate developed at Parkside Place by Grosvenor Development Ltd in 2012-13, and the site included private apartments, affordable housing and a retail unit. The development received S106 approval in a deed signed by Cambridge City Council, Cambridgeshire County Council, the Fire Authority and Grosvenor, in which Grosvenor undertook liability to ensure that the service charges would not increase above RPI.

In a lease dated 27th June 2013 between Grosvenor and the Fire Authority, the Authority appears to have relieved Grosvenor of that liability. This had cost the Fire Authority over £50,000 in excess of RPI in subsidising the affordable housing units up to June 2024, which ultimately was met by the taxpayer through the Fire Service precept.

Questions (provided in writing):

1. Why did the Fire Authority relieve Grosvenor of its contractual obligations in regard to the RPI surcharge ?
2. When the Fire Authority relieved Grosvenor of its liability for the RPI surcharge did it breach the S106 Deed?
3. Did the Fire Authority obtain the agreement of the other signatories to the S106 deed?
4. Did the Fire Authority knowingly understand it was thereby understating the publicly declared level of subsidy for affordable housing ?
5. How can a public body knowingly risk public funds with a bet against inflation?

It was confirmed that a full written response would be provided within ten working days, and officers also indicated that they were willing to meet with leaseholders to discuss this matter.

118. Minutes of the Fire Authority meeting held 15th February 2024 and Action Log

Members considered the minutes of the meeting held 15th February, and the Action Log.

With regard to action 108 (lithium ion batteries) on the Action Log, a Member noted that officers had agreed to provide a written update to Members. Action required. Noting the comment that a *"It was agreed that a letter from the Fire Authority would*

be helpful", relating to the lack of a national record regarding lithium ion battery fires, a Member asked if that letter had been sent? It was confirmed that this would be picked up in the written update to Members. Action required.

The minutes of the Fire Authority meeting held 15th February 2024 were agreed as a correct record. The Action Log was noted.

120. Annual Review of Performance – Integrated Risk Management Plan 2020-2024

The Fire Authority received a report on the Integrated Risk Management Plan (IRMP) 2020-2024. The IRMP is a public facing document covering a four year period, setting out progress on delivery of the action plan. The report presented focused on 2023-24. It comprised four key areas for management and monitoring, specifically People Excellence, Community Safety Excellence, Operational Excellence and Value for Money delivery.

People Excellence: the third HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services) inspection had taken place, and the Service was graded "Good" for promoting values and culture, and promoting fairness and diversity. The service values and behaviours were also refreshed, in consultation with colleagues. A Psychological Wellbeing Practitioner had been appointed, providing counselling within the Service.

Community Safety Excellence: Working in collaboration with fire and rescue services across the region and with EEAST, two community welfare officers had been appointed. These posts were hosted within the Service, and their primary role was responding to falls in the community, but they also undertook other community safety activities supporting vulnerable people.

Operational excellence: there had been a lot of work around realigning and focusing on best outcomes within available operational resources, including having two extra on-call appliances available to provide better response times in rural areas.

Value For Money: HMICFRS graded the Service as "outstanding" in the Inspection.

Members noted the section of the report dealing with Performance Measures, including response times. The average attendance time for the first pump in urban areas had reduced to 7 minutes 48 seconds, and also improved in Rural areas to 12 minutes 4 seconds. The latter improvement in particular had been impacted by the introduction 18 months ago of crews of three, increasing availability across the board and a quicker response. Attendance to all incidents had increased to 95.6% of incidents being responded to within 18 minutes. There had been a significant in the reduction of total fires, which may be attributable to the wetter weather, and reduction in spate conditions. Sadly, there had been ten fire deaths in Cambridgeshire and Peterborough in 2023-24.

It was noted that there had been some demographic changes to those impacted, from vulnerable elderly to a wider age group, with more fires attributable to electricity/lithium ion battery fires. A publicity campaign on these issues was planned. There had also been an increase in fire casualties: whilst attending fewer fires, some fires, especially relating to lithium ion batteries, tended to be more severe.

Members noted progress on Diversity issues, and noted those Diversity areas requiring further attention.

Members commented favourably on the report generally, and raised the following issues:

A Member advised that the Overview and Scrutiny Committee regularly received IRMP updates, and the issue of lithium ion batteries and special services attended had been discussed frequently at that Committee, especially with regard to the Police no longer responding to calls relating to Mental Health issues. Officers confirmed that generally, the Service was responding to more incidents relating to other Blue Light services, and there had been more issues around individuals in mental health crises.

A Member queried how staff accessed the psychological wellbeing practitioner. It was confirmed that the practitioner was employed directly by the Service, and staff could contact them directly.

Noting the collaboration with other services, including the two Community Welfare Officers, a Member asked it would be useful to have data on how many incidents those two officers had attended, and if could support more incidents. Officers agree to provide that data and more generally the impact of those officers. **Action required.**

Noting the collaboration with Integrated Care Services and Adult Social Care, a Member asked how vulnerable individuals were identified, and whether this included those with English as a Second Language or with declining language abilities. The Member also asked if the Service provided training for live-in carers. Officers advised that the most vulnerable would be dealt with by the Service's specialist Community Safety officers. In terms of training for live-in carers, officers agreed to report back to the Member, but one challenge was the turnover of the individuals working in that sector. **Action required.**

A Member asked about the work with the road and water safety partnerships, and the dedicated community road safety officer role hosted by the Service but funded by the Police and Crime Commissioner. If that funding was withdrawn, a decision would need to be taken on whether to continue funding that post in-house.

On attendance times, a Member asked if there was a risk that the "first appliance" attending could not deal with the incident, due to lack of equipment or skills? Officers advised that there would be certain occasions where special services were required, but most incidents could be resolved by the first crew. Attendance times were a focus

because the earlier there was an intervention, the better the outcome. There were regular reports on incidents involving crews of three and outcomes were recorded.

With regard to Fire casualties, it was confirmed this data was recorded by the Service itself. The Community Safety team try to identify patterns and trends and put in place interventions where appropriate.

A Member queried why there were many calls relating to Storm Babet, particularly in Suffolk. It was noted that this storm had caused much damage and there were many calls for assistance.

There was a lengthy debate on fire safety with regard to lithium ion batteries, which can overheat and catch fire quickly when damaged, which could lead to rapid and severe fires, often resulting in explosions. A Member suggested that going forward, it would be helpful to identify lithium ion battery fires in performance statistics, broken down by District if possible. A recent incident where a lithium ion battery had been dropped and caused a fire later was noted. Officers advised that this was an emerging risk and even lithium ion batteries in mobile phones and smoke detectors could result in fires. The advice on lithium ion batteries was quite complex and detailed, but ultimately the advice to the public was not to attempt to tackle lithium ion battery fires, but to evacuate the building/area.

There was a discussion on open water work with schools, and making the most of collaborative opportunities. It was confirmed that there were campaigns on water safety, and the "Safety Zone" programme involved a collaboration with partners which included water safety.

It was resolved unanimously to:

note the contents of the report.

121. Final Revenue and Capital Budget position 2023-24

The Fire Authority considered the final 2023-24 revenue and capital budget outturn position. The draft accounts had been published by the 31/05/24 deadline.

There was a small overspend (£30K) for the year, but generally resources had been managed well. The proposed carry forwards, relating to projects started within the year, were also lower than usual, at £316K, which was less than 1% of the total budget.

Reserves had increased slightly owing to the increased Business Rates receipt from the St Neots upgrade. Property Development reserves had been used for new training centre. The sale of the former fire station site in Huntingdon was due to complete imminently.

There had been significant investment in vehicles in 2023-24, following delays due to supply chain issues over recent years.

A Member asked how the receipt from the Huntingdon site sale would be used. Officers advised that it would initially be allocated to Reserves, but was likely to be used for Estates purposes ultimately.

It was resolved unanimously to:

- i. note the revenue and capital budget outturn position (Appendix 1),
- ii. approve the requested budget holder carry forwards (Appendix 2),
- iii. note the contents of the Annual Treasury Management Report (Appendix 3).

122. Draft Pay Policy Statement 2024-25

Members considered a report on the Pay Policy Statement for 2024-25. There was an annual requirement under the Localism Act 2011 for Fire Authorities to produce Pay Policy Statements.

In addition to meeting the relevant legal requirements, the Statement clearly sets out the Authority's position, highlighting the comparison between its remuneration for Principal Officers and comparing the lowest paid and median employees. The difference between lowest and median employees had reduced. The data provided did not reflect the most recent Grey Book and Green Book pay agreements, the latter still being unknown.

In response to a question on how Cambridgeshire compares to other Fire Services, it was confirmed that it was middling, having previously been towards the top end. Members were reminded that when the current Chief Fire Officer took up post in 2016, the salary for that post reduced by £30,000, and subsequent increases had been proportionate. It was confirmed that the statement was prepared by the Service's Scrutiny and Assurance Manager.

Noting that rates of pay were set nationally, a Member asked how the Service's pay rates differed? It was confirmed that from a uniformed perspective, officers of Area Commander grade and below were nationally agreed, but there was some flexibility with Green Book posts (Administrative and Clerical grades), which were benchmarked against peers such as the the County Council.

It was resolved unanimously to approve the draft Pay Policy Statement 2024/25, attached at Appendix 1, for publication.

(Matthew Warren withdrew from the meeting)

123. Recommendation for appointment of Chief Fire Officer/Chief Executive

Members considered a recommendation from the Appointments Committee for the appointment of the next Chief Fire Officer/Chief Executive Officer.

The Chair outlined the robust and broad approach taken to recruiting for this role. Several appointable candidates were identified, and there had been engagement with staff, the senior team and the Appointments Committee. The Appointments Committee comprised Councillors Murphy, Jamil, Bywater and Kindersley, assisted by Stephen Moir, the County Council's Chief Executive. The Committee unanimously agreed to recommend the appointment of Matthew Warren. The Chair had received supportive comments from those Members who were absent, namely Councillors Reynolds, Bywater and Dew.

Councillor Kindersley paid tribute to all those involved in the lengthy and detailed process, the Appointments Committee was only at the end of that process. Particular thanks were paid to the way the process was managed by the Assistant Director of People, Christine Doody, and all colleagues involved in the process. The Chair supported those comments.

A Member asked what the process would be to appoint to Matthew's current role? It was confirmed that Matthew would start in his new role with effect from 01/07/24, and he had plans on how to manage the subsequent transition.

The Chief Fire Officer, Chris Strickland, commented that he had not taken part in the appointment process, but was very pleased with the recommendation. Over recent years, despite budgetary challenges, the Service was nationally recognised because of its culture and prudent management. Matthew had been instrumental in bringing about those improvements in culture and performance and he was confident that this process would continue.

It was resolved unanimously to:

approve the appointment of Matthew Warren as the next Chief Fire Officer/Chief Executive Officer as recommended unanimously by the Appointments Committee.

Matthew Warren rejoined the meeting.

Matthew thanked Members, and commented that it had been a tough process, he was very excited and grateful for the opportunity. He added that he had been working with Chris Strickland for many years, and regarded Chris as a great colleague, and felt that they had achieved great things.

124. Appointments to Committees and Outside Bodies

Members considered an updated appointments schedule. Members noted that there had been one change to appointments to Committees, resulting from changes in County Council proportionality, and the appointment of Councillors Black and Boyce.

It was resolved unanimously to:

agree the updated schedule of appointments.

125. Appointment of Chairs and Vice Chairs

It was proposed by Councillor Murphy, seconded by Councillor Jamil and agreed to appoint Councillor Kindersley as Chair of the Policy and Resources Committee for the municipal year 2024-25.

It was proposed by Councillor Kindersley, seconded by Councillor Murphy and agreed to reappoint Councillor Jamil as Vice-Chair of the Policy and Resources Committee for the municipal year 2024-25.

It was proposed by Councillor Jamil, seconded by Councillor Kindersley and agreed unanimously to appoint Councillor Rae as Chair of the Overview and Scrutiny Committee for the municipal year 2024-25.

It was proposed by Councillor Jamil, seconded by Councillor Murphy and agreed to reappoint Councillor Taylor as Vice-Chair of the Overview and Scrutiny Committee for the municipal year 2024-25.

126. Minutes of the Policy and Resources Committee held 22 January 2024

The draft minutes of the Policy and Resources Committee held 22nd January 2024 were noted.

127. Minutes of the Overview and Scrutiny Committee held 22 April 2024

The draft minutes of the Overview and Scrutiny Committee held 22nd April 2024 were noted.

Chair

CHAIR'S ANNOUNCEMENTS – THURSDAY 20 JUNE 2024

Our annual meeting coincides with a busy time for us all before a significant event in a couple of weeks, so I have purposely kept my announcements short.

Firstly, I would formally like to welcome Councillors Black and Boyce to the Fire Authority and thank both Councillors Goodliffe and Warren for their contributions to our work during their tenure.

Secondly, while there is a formal decision item on the agenda today about the appointment of our new Head of Paid Service, it is likely that this will be the last Authority meeting attended by our Chief Fire Officer, Chris Strickland, before he retires. I would therefore like to put on record how enormously grateful we are his service. Chris has been an exemplary public servant, always driving improvement and innovation, focusing on staff wellbeing and excellence, all the while modelling the right behaviours for our Service. We have been the beneficiaries in Cambridgeshire and Peterborough, where he has truly made his mark. Members please note that we will have an opportunity to mark the occasion on the 25th June.

Thirdly, I would like to say how much fun it has been to see so many 'throw back' photos, interesting articles and competitions on our internal and external media channels celebrating our golden anniversary year. I must echo the Chief's recent comments that as Chair of the Authority (and I am sure I speak for all Authority Members) I am also extremely proud to be here celebrating half a century of serving the communities of Cambridgeshire and Peterborough. All our people join the Service as they have a strong desire to help others and collectively we are honoured to have been doing so for 50 years.

I would like to also mention that **Peterborough Volunteer Fire Brigade**, having been formed by a group of businessmen in 1884, is 140 this year! It remains the only volunteer fire service in the country and will be celebrating its unique history of service to the city and residents of Peterborough with an event this weekend and an open day in July. If anyone would like more information on the Brigade or its celebrations, please contact Station Commander Anthony Gould via 01480 444500.

Finally, a couple of diary dates

14 July - Golden anniversary family BBQ at Hinchingbrooke Cottage with food, entertainment, music and vintage appliances (bring your own drink). This is a ticket only event so please let an Officer know if you wish to attend as soon as possible.

3 August – Ely Pride at Jubilee Gardens, Ely (the Service intends to be there with an appliance and crew and welcome as many colleagues as possible from across the whole organisation to come along).

Further Announcements (not to be read out)

**FIREBREAK PASS OUT PARADE
LETTER OF THANKS FROM CITY OF PETERBOROUGH MAYOR**

In March, we received a 'thank you' letter from Councillor Nick Sandford, then the Mayor of the City of Peterborough, after he attended the celebratory pass out parade at the end of a Fire Break course at Stanground Fire Station on 23 February 2024.

As some of you may know, Fire Break is a particularly important intervention activity being a five-day intensive course for young people that aims to promote a culture of safety, teamwork

and citizenship by teaching a range of vital life skills whilst undertaking the various disciplines of the fire service. Workshops and activities help grow student confidence and self-esteem as well as reduce risky choices by raising awareness of the consequences of actions. For those not familiar with this excellent intervention activity, further information is available via this link [Find out more about the Firebreak scheme here.](#)

COMMUNITY RISK MANAGEMENT PLAN

As you will see on the agenda today (Item 6) we have our annual review of performance against our Integrated, now termed Community, Risk Management Plan. For those not familiar with either document ...

The beginning of April brought not only a new financial year but also the start of our Community Risk Management Plan (CRMP) which will see us through until 2029. As you will be aware our CRMP is the most important document we have as it is our plan for the next five years, setting out what actions we will take to address different risks and opportunities. But as the last few years have certainly demonstrated, we cannot plan ahead too far as we just do not know what is around the corner. When putting our last IRMP together, we did not know we would face a global pandemic followed by a leap in inflation and a cost-of-living crisis; our plans must remain flexible to enable us to deal with the unpredicted. The CRMP sets out our overall intentions, and sitting behind it is a detailed action plan that prioritises how we use our limited resources to ensure we maintain focus on the most important things that need to be done. The action plan is what heads of group will use to prioritise work for their teams. Our CRMP includes the areas for improvement highlighted in our HMICFRS report, so we can make sure required progress is made. It also includes the actions we need to take having considered the detail of various recent national reports that make recommendations for all fire and rescue services. The Authority and its Committees look forward to reviewing performance against the new plan over the coming months and years.

Our new CRMP document is available on our website.

<https://www.cambsfire.gov.uk/about-us/our-community-risk-management-plan/>

INFORMATION SECURITY AUDIT

In April we hosted an ISO 27001:2022 audit for Information Security. The standard has recently changed, so a lot of work was recently undertaken to ensure the Service maintained its accreditation. The audit took place over five days and consisted of remote meetings and site visits covering both technical and physical aspects of information security procedures, as well as staff awareness of information security practices and policies. I am pleased to say we passed the audit and received recertification with **no** nonconformities (NCF) and just three opportunities for improvement.

A huge thank you to Danielle, our Information Governance Manager and colleagues in ICT, whose commitment and assistance despite heavy workloads is reflected in this result. I would also like to thank the wider Service for its assistance with all aspects of Information Security. In an age where it is critically important how we deal with and protect not just our own data and information but that of our partners and stakeholders this was a true team effort and a great result we should all be proud of. The full report can be found [here](#)

FIRE AUTHORITY

Minutes - Action Log

This is the updated action log as of **19 December 2024** and captures the actions arising from the most recent Fire Authority meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES FROM THE 15 FEBRUARY 2024 MEETING

108	Report on the use of Lithium-ion Batteries and Response by Cambridgeshire Fire and Rescue Service	Area Commander Wayne Swales (now Assistant Director Operational Support)	<p>A Member expressed concern around the lack of a national data due to the absence of an incident reporting system, which needed to be addressed. Officers confirmed that the data was currently not being captured and the National Fire Chiefs Council was trying to address this nationally. It was agreed that a letter from the Fire Authority would be helpful and it was also suggested that Members could explain the situation to their local MPs.</p> <p>A Member suggested that there should be strong engagement with Peterborough landlords, given that these types of mobility devices were best suited to cities such as Peterborough and Cambridge. Officers agreed to check and action this if necessary.</p>	<p>Update 20 June 2024 Verbal update Update 19 December 2024 Email sent to Members on 9 December 2024 to explain current situation; a new system is being brought in to address these and other concerns. If any Member requires anything further they have been requested to contact WS directly.</p> <p>Update 19 December 2024 Email sent to Members on 9 December 2024.</p>	<p>Complete</p> <p>Complete</p>
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MINUTES FROM THE 20 JUNE 2024 MEETING

118	Minutes of the Fire Authority Meeting held 15 February 2024 and Action Log		With regard to Action 108 (lithium-ion batteries) on the Action Log, a Member noted that Officers had agreed to provide a written update to Members.	Update 19 December 2024 Email sent to Members on 9 December 2024 (cross reference 15 February 2024 meeting).	Complete
			Noting the comment that “It was agreed that a letter from the Fire Authority would be helpful”, relating to the lack of a national	Update 19 December 2024 Email sent to Members on 9 December 2024 (cross	Complete

			record regarding lithium-ion battery fires, a Member asked if that letter had been sent. It was confirmed that this would be picked up in the written update to Members.	reference 15 February 2024 meeting).	
120	Annual Review of Performance – Integrated Risk Management Plan 2020/24	ACFO	Noting the collaboration with other services, including the two Community Welfare Officers, a Member asked it would be useful to have data on how many incidents those two Officers had attended and if they could support more incidents. Officers agreed to provide that data and more generally the impact of those Officers.	Update 19 December 2024 Email sent to Members on 9 December 2024 providing data and the positive impact the collaboration was having on response times and outcomes for local communities.	Complete
			Noting the collaboration with Integrated Care Services and Adult Social Care, a Member asked how vulnerable individuals were identified and whether this included those with English as a Second Language or with declining language abilities. The Member also asked if the Service provided training for live-in carers. Officers advised that the most vulnerable would be dealt with by the Service’s specialist Community Safety Officers. In terms of training for live-in carers, Officers agreed to report back to the Member, but one challenge was the turnover of the individuals working in that sector.	Update 19 December 2024 Email sent to Members on 9 December 2024 providing the information requested.	Complete

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Chief Fire Officer (CFO) – Matthew Warren

PRESENTING OFFICER(S): Chief Fire Officer (CFO) – Matthew Warren
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matthew.warren@cambsfire.gov.uk

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DATE: 19 December 2024

DRAFT FINANCIAL STRATEGY 2025/26 TO 2028/29

1. Purpose

1.1 The purpose of this report is to provide the Fire Authority with a draft medium term financial plan for review and agree the proposed draft budget and precept for consultation.

2. Recommendation

2.1 The Authority is asked to review and approve the proposed strategy and summary medium-term financial plan for consultation (Appendix 1).

3. Risk Assessment

3.1 **Economic** – the significant risk to the Authority budget is if the budgeted inflation of 2% increases significantly above that forecast. This will be particularly relevant in relation to pay budgets. The other risk is that the level of government grant funding has not yet been confirmed for 2025/26 and beyond, so the funding assumed in the forecasts are best estimates at this time.

4. Background

4.1 The Fire Authority has developed its medium-term financial strategy and plan over several financial years.

4.2 The Authority's ambition is to not only be financially sustainable in the medium-term but also be resilient to growing pressures. The Community Risk Management Plan (CRMP) is pivotal in driving all the other strategies and plans across the Service. It is the strategic plan that prioritises how the money is spent. However, it must be highlighted that many factors will influence this plan and it may need to be amended to reflect the changing environment.

4.3 The Service has a financial business continuity plan to ensure that it can respond to significant changes in the financial climates. It provides options for making savings across the Service in a managed way where the impact of any such change is understood. The annual update of this plan will be presented alongside the detailed budget in February 2025.

5. Funding Update

5.1 Given that we have a new government in power, there is an indication that the way we will be funded will change in 2026/27 and we also expect to then receive a three-year funding agreement. We have assumed, for the purposes of establishing a medium-term financial plan, that funding will remain in-line with that currently in place. For 2025/26 the funding is a one-year agreement. The lack of certainty is a risk for the medium-term financial strategy.

5.2 New Pressures

5.2.1 As we enter 2025/26 our contract with Suffolk Fire and Rescue Service comes to an end. The loss of the Suffolk control room collaboration is significant in that it is an additional burden to Cambridgeshire and Peterborough Fire Authority of £1.1m.

5.2.2 From January 2025 the unions have agreed a new pay scale structure for all On-Call operational employees. Assuming contracted hours are not reduced, the estimated increase in pay related costs amount to circa £435k and this has been built into the plan.

5.2.3 For 2024/25 and into 2025/26 the Service is having to deal with a significant amount of additional administrative work relating to the pension remedies. In addition to this we are experiencing an increase in reporting requirements for various government bodies, putting further pressure on a lean professional and support establishment.

5.2.4 Having looked at our current establishment, expected retirements as well as the natural churn, and the fact that the county has grown significantly over the last decade, we need to start to build in some resilience, both in operational and professional management and support to ensure we maintain a level of service. The £5.00 increase in precepts over the medium-term allows us to do this, helping us ensure we are a service fit for the future.

5.3 It is hoped that the Authority will receive its financial settlement before Christmas where indicative figures for Section 31 grants are included. Final information relating to these will not be received until late January 2025. For this draft financial strategy, we have had to use estimated values.

6. Council Tax

- 6.1 On 28 November 2024, Government announced the amount fire authority council tax levels can be increased by is £5.00. This replaces the previous limit of 2.99% (this equates to an increase of £2.43 per band D equivalent property for 2025/26).
- 6.2 The attached draft strategy details a forecast budget requirement for 2025/26 and includes a council tax increase of £4.95 (6%).

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Budget Preparation Papers 2025/26	Hinchingbrooke Cottage Brampton Road Huntingdon	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

MEDIUM TERM FINANCIAL PLAN 2025/26 TO 2028/29

2025/26	Prior Year			2025/26
Description	Budget	Inflation	Adjustments	Budget
	£000's	£000's	£000's	£000's
Wholetime Firefighters Pay	17,210	250	930	18,390
Retained Firefighters Pay	3,558	54	568	4,180
Fire Control Pay	2,016	30	(194)	1,852
Management & Support Pay	8,227	158	632	9,017
Training & Other Personnel Related Costs	522	4	57	583
Total Staffing Costs	31,533	496	1,993	34,022
		2%		
Premises Running Costs	2,217	(145)	38	2,110
Insurances, Supplies and Services Costs	5,525	37	96	5,658
Transport Costs	720	(38)	25	707
Service Charges	183	1	30	214
Capital Financing Costs	469	0	79	548
Total Supplies, Servicing and Financing costs	9,114	(145)	268	9,237
		-2%		
Total Costs	40,647	351	2,261	43,259
		1%		
Shared Services Income	(1,343)	0	1,036	(307)
Other income	(450)	0	56	(394)
Non-NNDR Grants	(1,927)	0	210	(1,717)
Revenue Support Grant (RSG)	(4,737)	0	(80)	(4,817)
National Non-domestic Rates	(5,004)	0	(118)	(5,122)
NNDR top-up Grants	(3,793)	0	(18)	(3,811)
Transfers to/(from) Reserves	1,850	0	(1,850)	0
Total Income before Fire Authority Precepts	(15,404)	0	(764)	(16,168)
		0%		
Funded by Fire Authority Precept	25,243	351	1,497	27,091
Tax Base and growth	306864	1.23%	3773	310637
Band D Tax	£ 82.26	6.02%	£ 4.95	£ 87.21
Total Precept £000's	£ 25,243	7.3%	£ 1,848	£ 27,091

Appendix 1 cont.

	2025/26			2026/27
Future Years +1	Budget	Inflation	Adjustments	
Wholetime Firefighters Pay	18,390	368	531	19,289
Retained Firefighters Pay	4,180	84	0	4,264
Fire Control Pay	1,852	37	1	1,890
Management & Support Staff Pay	9,017	180	(8)	9,189
Training & Other Staff Related Costs	583	12	69	664
Total Staffing Costs	34,022	681	593	35,296
		2%		
Premises Running Costs	2,110	42	8	2,160
Insurances, Supplies and Services Costs	5,658	113	40	5,811
Transport Costs	707	14	0	721
Service Charges	214	4	0	218
Capital Financing Costs	548	0	501	1,049
Total Supplies, Servicing and Financing costs	9,237	173	549	9,959
		2%		
Total Costs	43,259	854	1,142	45,255
		2%		
Shared Services Income	(307)	(6)	0	(313)
Other income	(394)	(8)	74	(328)
Non-NNDR Grants	(1,717)	0	15	(1,702)
RSG	(4,817)	(96)	0	(4,913)
National Non-domestic Rates	(5,122)	(102)	0	(5,224)
NNDR top-up Grants	(3,811)	(76)	38	(3,849)
Transfers to/from Reserves	0	0	0	0
Total Income before Fire Authority Precepts	(16,168)	(288)	127	(16,329)
Funded by Fire Authority Precept	27,091	566	1,269	28,926
		2%		
Tax Base and growth	310637	1.04%	3233	313,870
Band D Tax £ per house	£ 87.21	5.68%	£ 4.95	£ 92.16
Total Precept £000's	£ 27,091	6.8%	£ 1,835	£ 28,926

Appendix 1 cont.

Future Years +2	2026/27	Inflation	Adjustments	2027/28
Wholetime Firefighters Pay	19,289	386	542	20,217
Retained Firefighters Pay	4,264	85	0	4,349
Fire Control Pay	1,890	38	0	1,928
Management & Support Staff Pay	9,189	184	(8)	9,365
Training & Other Staff Related Costs	664	13	(70)	607
Total Staffing Costs	35,296	706	464	36,466
		2%		
Premises Running Costs	2,160	43	(18)	2,185
Insurances, Supplies and Services Costs	5,811	116	13	5,940
Transport Costs	721	14	1	736
Service Charges	218	4	0	222
Capital Financing Costs	1,049	21	700	1,770
Total Supplies, Servicing and Financing costs	9,959	198	696	10,853
		2%		
Total Costs	45,255	904	1,160	47,319
		2%		
Shared Services Income	(313)	(6)	0	(319)
Other income	(328)	(7)	34	(301)
Non-NNDR Grants	(1,702)	0	45	(1,657)
RSG	(4,913)	(98)	(1)	(5,012)
National Non-domestic Rates	(5,224)	(104)	(1)	(5,329)
NNDR top-up Grants	(3,849)	(77)	30	(3,896)
Transfers to/from Reserves	0	0	0	0
Total Income before Fire Authority Precepts	(16,329)	(292)	107	(16,514)
Funded by Fire Authority Precept	28,926	612	1,267	30,805
Tax Base and growth	313870	1.07%	3344	317,214
Band D Tax £ per house	£ 92.16	5.37%	£ 4.95	£ 97.11
Total Precept £000's	£ 28,926	6.5%	£ 1,879	£ 30,805

Appendix 1 cont.

Future Years +3	2027/28	Inflation	Adjustments	2028/29
Wholetime Firefighters Pay	20,217	404	554	21,175
Retained Firefighters Pay	4,349	87	0	4,436
Fire Control Pay	1,928	39	(1)	1,966
Management & Support Staff Pay	9,365	187	(8)	9,544
Training & Other Staff Related Costs	607	12	70	689
Total Staffing Costs	36,466	729	615	37,810
		2%		
Premises Running Costs	2,185	44	11	2,240
Insurances, Supplies and Services Costs	5,940	119	3	6,062
Transport Costs	736	15	0	751
Service Charges	222	4	0	226
Capital Financing Costs	1,770	35	585	2,390
Total Supplies, Servicing and Financing costs	10,853	217	599	11,669
		2%		
Total Costs	47,319	946	1,214	49,479
		2%		
Shared Services Income	(319)	(6)	0	(325)
Other income	(301)	(6)	2	(305)
Non-NNDR Grants	(1,657)	0	0	(1,657)
RSG	(5,012)	(100)	0	(5,112)
National Non-domestic Rates	(5,329)	(107)	0	(5,436)
NNDR top-up Grants	(3,896)	(78)	31	(3,943)
Transfers to/from Reserves	0	0	0	0
Total Income before Fire Authority Precepts	(16,514)	(297)	33	(16,778)
Funded by Fire Authority Precept	30,805	649	1,247	32,701
Tax Base and growth	317214	1.01%	3197	320,411
Band D Tax £ per house	£ 97.11	5.10%	£ 4.95	£ 102.06
Total Precept £000's	£ 30,805	6.2%	£ 1,896	£ 32,701

MEDIUM TERM CAPITAL PROGRAMME 2023/24 TO 2026/27

	Forecast £ 2025/26	Forecast £ 2026/27	Forecast £ 2027/28	Forecast £ 2028/29
Vehicle Replacement Programme				
Emergency Fleet	1,137,780	1,098,810	856,170	873,300
Silver Fleet	563,730	399,020	1,162,460	1,212,150
Other	-	-	-	-
Vehicles capital expenditure	1,701,510	1,497,830	2,018,630	2,085,450
Capital Equipment Programme	277,960	280,430	228,730	219,983
Land and Buildings Capital Programme				
Property Refurbishments and Upgrades	1,948,200	2,156,130	985,180	1,589,000
New Land and Buildings	-	-	-	-
Land and Buildings capital expenditure	1,948,200	2,156,130	985,180	1,589,000
IT and Communications Capital Programme				
Tangible Assets	161,670	551,410	795,900	54,120
Intangible Assets	255,000	260,100	-	216,490
ICT capital expenditure	416,670	811,510	795,900	270,610
Total Capital Expenditure	4,344,340	4,745,900	4,028,440	4,165,043
Financed By:-				
Loan	2,723,340	3,531,900	906,440	2,507,043
Capital Receipts	221,000	1,014,000	2,422,000	408,000
Revenue Contribution to Capital Outlay (RCCO)		200,000	700,000	1,250,000
Transfers (to)/from Capital Reserves	1,400,000			
Capital Grants				
Total Resources	4,344,340	4,745,900	4,028,440	4,165,043

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Monitoring Officer – Ms Shahin Ismail

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

DATE: 19 December 2024

ANNUAL REVIEW OF FIRE AUTHORITY CONSTITUTIONAL DOCUMENTS

1. Purpose

- 1.1 The national landscape for the governance of fire and rescue services is changing and developing and in this national context, it is important to keep the Fire Authority's own governance documents updated.
- 1.2 The Fire Authority's constitutional documents comprise of the following key documents;
 - 1.2.1 Terms of Reference
 - 1.2.2 Scheme of Delegation
 - 1.2.3 Standing Orders as to Meetings
 - 1.2.4 Members Code of Conduct
 - 1.2.5 Members' Allowances Scheme
 - 1.2.6 Member/Officer Protocol
 - 1.2.7 Code of Corporate Governance
- 1.3 The key documents are subject to an annual review cycle as approved at the Fire Authority meeting on 15 June 2023 (Minute 80 refers). Due to changes in strategic level post holders this year's review was postponed by six months.
- 1.4 This report brings forward proposed changes to five of the key documents and explains why the remaining two do not require any change at this time.

2. Recommendations

- 2.1 The Fire Authority is asked to;
 - 2.1.1 provide views and comments on Appendices 1 to 6, namely the proposed changes to the Terms of Reference, Scheme of Delegation, Standing Orders as to Meetings, Member/Officer Protocol and Code of Corporate Governance.
 - 2.1.2 approve the changes identified by this annual review as highlighted at Appendices 1, 2, 4, 5 and 6 respectively.

- 2.1.3 note the reasons for not making any change to the Members Code of Conduct and Members Allowances Scheme at this time.

3. Risk Assessment

- 3.1 **Political** - the proposed changes to the documents bring them up to date and complete a review process in the interests of transparency and clarity.

4. Background

- 4.1 Since 2016, the Home Office has put into place a programme of reform within the fire and rescue sector. The aim of the reforms has been to support continuous improvement and to foster greater collaboration and coherence with policing services.
- 4.2 Previous changes to our constitutional documents reflect some of the reforms for example, greater operational independence given to the Chief Fire Officer/Chief Executive Officer and enhanced clarity and transparency in respect of the roles and responsibilities of the Authority, its Committees and its Officers.

5. Proposed Changes

Terms of Reference

- 5.1 At Appendix 1 to this report is the current Terms of Reference. The review of this document did not identify any significant changes were required however role titles were updated throughout and *Integrated* was changed to *Community* for the Risk Management Plan. The reference to Accounts and Audit Regulations was also updated to reflect the current version at Paragraph 2.3.5.

Scheme of Delegation

- 5.2 At Appendix 2 to this report is the current Scheme of Delegation. Due to the changes of post holders at strategic level this document has required the most revision, as highlighted below;
 - 5.2.1 changes to role titles and document references throughout and specifically in relation to the Deputy Chief Fire (not Executive) Officer and the change from Treasurer to Section 151/Chief Financial Officer to reflect CIPFA guidance and wider sector use of terminology.
 - 5.2.2 the 'splitting out' of the Section 151/Chief Financial Officer role from that of the Deputy Chief Fire Officer necessitated by the former post holder's appointment as Chief Fire Officer (Paragraphs 4.3.2 to 4.3.8 and 4.3.12 to 4.3.26). The temporary appointment of the Assistant Director Finance to the role of Section 151 Officer was made by urgency decision on 10 July 2024.
 - 5.2.3 the transfer of delegations to comply with aspects of Acts, Orders and Regulations from the Deputy Chief Fire Officer to the Monitoring Officer (Paragraph 4.3.29)

- 5.2.4 the transfer of delegations at Paragraphs 4.3.31 and 4.3.32 to the Assistant Chief Fire Officer.
- 5.2.5 removal in its entirety of Paragraph 6 relating to budget holders as these activities, overseen by the Section 151/Chief Financial Officer, are considered 'business as usual' activities and are provided for under local schemes of financial control and budget delegation.
- 5.2.6 the internal auditor, RSM, suggested the addition of *risk management* at Paragraph 8.1.8 and this has been added.
- 5.2.7 the financial limits of delegated powers at Paragraph 9 have been updated to reflect operational needs (see also Paragraph 3.4.18) and current thresholds.

5.3 Due to the number of changes made to the current Scheme of Delegation a 'clean' copy of the Scheme has also been attached at Appendix 3. This provides a view of what the Scheme will look like subject to approval of the changes today.

Standing Orders as to Meetings

- 5.4 At Appendix 4 to this report is the current Standing Orders as to Meetings. The review of this document requires the following changes;
- 5.4.1 removal of Joint Consultative Committee from Paragraphs 3.1 and 4.4 as it was dissolved by the Authority at its meeting on 3 November 2022 (Minute 57 refers).
 - 5.4.2 addition of wording (Paragraph 3.4) to enable political groups to change their appointments to Committees in between Fire Authority meetings.
 - 5.4.3 updated Paragraph 8.1 to reflect current process for recording Member attendance at meetings.
 - 5.4.4 updated Paragraph 10.1 to reflect fact that three not two substitutes are nominated.
 - 5.4.5 updated Paragraphs 13.1 and 26.2 to reflect current role titles.
 - 5.4.6 updated name of social media channel at Paragraph 16.1.

Members Code of Conduct

5.5 This document was updated in 2022 in line with the LGA Model Code for Conduct and is unlikely to be reviewed until such time as the LGA considers any changes are required. A review of gifts and hospitality thresholds is underway and if this requires a change to the Code of Conduct, it will come to a future meeting.

Members Allowances Scheme

5.6 The Scheme was subject of an Independent Remuneration Panel in June 2023 and was updated in accordance with its recommendations in June 2024. The Scheme will be reviewed again in 2026/27 as the recommendations subsist for 4 years.

Member/Officer Protocol

5.7 At Appendix 5 to this report is the current Member/Officer Protocol. The review of this document did not identify any significant changes were required however role titles were updated throughout, and one reference to another code of conduct (Paragraph 3.1.6) was also updated. This document also references gifts and hospitality (Paragraph 5.1.6) and will be updated following the review mentioned in Paragraph 5.5.

Code of Corporate Governance

5.8 At Appendix 6 to this report is the current Code of Corporate Governance. The review of this document did not identify any significant changes however wording to strengthen the commitment to people and culture has been added to Paragraphs 3.1.4 and 4.1.2 respectively as recommended by the then Head of People.

6. Conclusion

6.1 The changes highlighted at Paragraph 5 above and within the attached appendices are recommended to ensure the Fire Authority's governance framework reflects the nationally driven modernisation agenda whilst remaining current and transparent through a robust review cycle.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Constitutional Documents and various Minutes of Fire Authority Meetings	Hinchingbrooke Cottage Brampton Road Huntingdon	Shahin Ismail Monitoring Officer 01480 444500 shahin.ismail@cambsfire.gov.uk
CIPFA - The Role of the Chief Financial Officer in Public Service Organisations	https://www.cipfa.org/members/the-role-of-the-chief-financial-officer	



CAMBRIDGESHIRE & PETERBOROUGH **FIRE AUTHORITY**

Working together to improve community safety

TERMS OF REFERENCE

Version History

Version	Date	Comments
1	November 2021	
2	October 2022	Change of wording from quarterly to bi-annual within Paragraph 5.1 (Performance Review Committee) following agreement of Committee on 21 October 2022
3	November 2022	Removal of Joint Consultative Committee following Fire Authority approval on 3 November 2022
4	December 2024	Annual review (deferred from June 2024)

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1. FIRE AUTHORITY

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

1.1.1 the Authority's strategic objectives and priorities,

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

1.1.3 the Authority's annual budget and precept,

1.1.4 the Members' Allowances Scheme,

1.1.5 the Members' Code of Conduct,

1.1.6 the Protocol on Member/Officer Relations,

1.1.7 the Scheme of Delegation to Officers,

1.1.8 the terms of reference and composition of Committees,

1.1.9 the Authority's Standing Orders as to Meetings,

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

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

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

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

1.2.1 the Chairman and Vice Chairman of the Authority,

1.2.2 representatives of the Authority on outside organisations,

1.2.3 members to the Authority's Committees,

1.2.4 the Chief Fire Officer/Chief Executive Officer appointment,

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

1.2.6 Section 151/Chief Financial Officer/Treasurer to the Fire Authority,

1.2.7 Monitoring Officer to the Authority.

1.3 The Fire Authority will **receive**;

1.3.1 reports for information, scrutiny or decision making from the Authority's Policy and Resources Committee and Overview and Scrutiny Committee,

1.3.2 any other matters which by law must be reported to the Authority or which are referred to the Authority for information.

1.4 The Fire Authority **Membership** is;

1.4.1 Seventeen Members drawn from both constituent authorities.

1.5 Quorum is six Members provided that there is at least one Member from each constituent authority.

2. POLICY and RESOURCES COMMITTEE

2.1 The Policy and Resources Committee is authorised by the Fire Authority to monitor and make recommendations in relation to developing the Service priorities and objectives, Integrated Community Risk Management Plan (IRMP/CRMP) and the Medium Term Financial Strategy.

2.2 The Committee monitors performance, budget and risk.

2.3 It has delegated responsibility for developing, monitoring and making recommendations to the Authority in respect of corporate services, strategy and policies related to the following areas;

2.3.1 determine the Authority's ICT Strategy and consider matters relating to the Authority's use of IT,

2.3.2 consider and make recommendations to the Authority on the Authority's annual budget and precept,

2.3.3 consider and make recommendations to the Authority for the proposed Revenue and Capital Budgets, medium term financial plans, council tax levels and associated information prior to approval by the Authority,

2.3.4 review and report on the quarterly and annual financial statements of the Authority to include consideration of any changes in budget allocations arising from changes in strategic policies and service plans,

2.3.5 consider Treasury Management policy and strategy, determine the Authority's financial regulations and contract procedures review, approve and publish in accordance with the provisions of the Accounts and Audit Regulations 2012-2015

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

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

- 2.3.19 respond on behalf of the Authority to consultation papers relating to proposals which may impact on the Authority,
- 2.3.20 oversee the public relations and communications activities of the Authority,
- 2.3.21 oversee member induction, training and development,
- 2.3.22 review and monitor progress and performance in achieving strategic objectives (as set out in the Authority service priorities and **IRMPCRMP**), making recommendations to the Authority on measures to improve where necessary,
- 2.3.23 receive reports and make recommendations to the Authority on Operational Assessments and value for money reviews,
- 2.3.24 monitor and review business continuity planning and ensure resilience of services provided by the Authority,
- 2.3.25 receive the Minutes of the Overview and Scrutiny Committee and consider matters arising from those Minutes,
- 2.3.26 consider and if appropriate determine any other matters which may be referred to the Committee by the Authority or any of its Committees,
- 2.3.27 convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.

2.4 The Policy and Resources Committee **Membership** is;

2.4.1 Nine Members none of which shall be members of the Overview and Scrutiny Committee.

2.5 Quorum is three Members.

3. OVERVIEW AND SCRUTINY COMMITTEE

3.1 The Overview and Scrutiny Committee reviews and scrutinises strategic decisions, policies and processes, and considers matters of internal and external audit, governance, anti fraud and corruption, the annual Statement of Accounts and related treasury management matters and risk management.

3.2 It is also responsible for the scrutiny of performance and challenging the Authority when carrying out the responsibilities referred to below through an agreed annual work programme of Member-led reviews.

3.3 Determine the scope and depth of the annual internal and external audit plans and the internal audit strategy, ensuring they give value for money.

- 3.4 Review the annual internal and external audit reports, consider and make recommendations to the Authority on any action plans arising from them including a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Authority's corporate governance arrangements.
- 3.5 Review and approve the Authority's Statement of Assurance.
- 3.6 Review the Annual Governance Statement prior to its approval by the Authority.
- 3.7 Review corporate governance arrangements and report to the Authority any significant issues.
- 3.8 Consider and make recommendations to the Authority on reports dealing with the management and performance of the providers of internal audit services.
- 3.9 Consider specific reports, as agreed with the Section 151/Chief Financial Officer/Treasurer, Internal Audit, Monitoring Officer, Chief Fire Officer/Chief Executive Officer or external audit and to make decisions as appropriate.
- 3.10 Oversee investigations arising out of fraud and corruption allegations determine insurance matters not delegated to Officers or another Committee.
- 3.11 Consider and determine, as appropriate, such other matters as are required in legislation or guidance to be within the proper remit of this Committee.
- 3.12 Review any issue referred to it by the Chief Fire Officer/Chief Executive Officer, Treasurer, Section 124-151 Officer/Chief Financial Officer and Monitoring Officer.
- 3.13 Monitor the Authority's policies on raising concerns at work and the anti-fraud and anti-corruption strategy and the Authority's complaints process.
- 3.14 Consider the Authority's arrangements for compliance with its own and other published standards and controls for corporate governance and agreeing necessary actions to ensure compliance with best practice.
- 3.15 Agree a programme of Member-led reviews on any operational or strategic matter to ensure delivery of value for money compliant with best practice.
- 3.16 Monitor and review the Authority's Strategic Risk Register and ensure that appropriate controls are being implemented to mitigate the risks identified.
- 3.17 Receive regular reports from the Business Development Programme Board and monitor the delivery of key projects and programmes.
- 3.18 Monitor the Authority's performance against its targets and those contained in the Integrated Community Risk Management Plan (IRMP/CRMP).

3.19 Develop arrangements for the scrutiny of the Authority's policies and services with a view to improving efficiency, effectiveness or economy.

3.20 Convene any working parties or task and finish groups as may be appropriate to assist in fulfilling the duties of the Committee.

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

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

3.22 Quorum is three Members.

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

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

4.1.1 when matters are referred by the Monitoring Officer, to grant dispensations to Members and co-opted Members allowing them to participate in the debate and/or vote on any matter in which they have a disclosable pecuniary interest **(ii)** on matters being referred by the Monitoring Officer to decide whether complaints concerning Members should be investigated,

4.1.2 to hear complaints that have been referred to them by the Monitoring Officer alleging breaches of the Members' Code of Conduct and to determine appropriate sanctions or actions where a breach is found.

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

4.3 Quorum is all three Members.

5. PERFORMANCE REVIEW COMMITTEE

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

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

5.3 Quorum is all three Members.

6. APPOINTMENTS COMMITTEE

- 6.1 The Appointments Committee will determine arrangements for recruitment to the post of Chief Fire Officer/Chief Executive Officer and make a recommendation of appointment to the Authority for final approval.
- 6.2 The Appointments Committee **Membership** is seven Members to include Chair, Vice-Chair and five others provided that at least one member is from each constituent authority.
- 6.3 Quorum is three Members.

7. FIRE AUTHORITY DISCIPLINARY and GRIEVANCE COMMITTEE

- 7.1 The Fire Authority Disciplinary and Grievance Committee will hear and determine discipline and grievance cases against the Chief Fire Officer/Chief Executive Officer, Deputy Chief ~~Executive-Fire~~ Officer and Assistant Chief Fire Officer.
- 7.2 The Fire Authority Disciplinary and Grievance Committee **Membership** is three Members.
- 7.3 Quorum is all three Members.

8. FIRE AUTHORITY APPEALS COMMITTEE

- 8.1 The Fire Authority Appeals Committee will hear and determine appeals from decisions made by the Fire Authority Disciplinary and Grievance Committee.
- 8.2 The Fire Authority Appeals Committee **Membership** is three Members.
- 8.3 Quorum is all three Members.

9. APPEALS (PENSIONS) COMMITTEE

- 9.1 The Appeals (Pensions) Committee will consider and determine Stage 2 disputes in line with the requirements of the Pensions Acts.
- 9.2 The Appeals (Pensions) Committee **Membership** is three Members.
- 9.3 Quorum is all three Members.

10. FIRE AUTHORITY SEMINARS

- 10.1 Fire Authority seminars will be held on an as and when required basis to ensure Members have an opportunity to discuss and debate any matter referred for consideration by the ~~Chief Officer Group~~Strategic Leadership Team and/or Chair

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of the Authority to include but not limited to Authority agenda items, matters of national and local importance, consultations and policy development.

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

SCHEME OF DELEGATION

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

Version History

Version	Date	Comments
1	October 2004	Appointment of Treasurer and amendment of scheme
2	February 2007	Organisational structure amendments
3	August 2016	Financial limit updates
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1. GENERAL ARRANGEMENTS

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

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

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

2. URGENCY POWERS OF CHAIR OF AUTHORITY

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

2.2 A decision under urgency powers shall only be made if it is not reasonably practicable to call a special meeting of the Authority or relevant Committee at which to take the decision.

2.3 A decision made under urgency powers shall be communicated to the Members of the Authority as soon as practicable and in any event will be reported to the next scheduled meeting of the Authority or one of its Committees, setting out the full rationale for the decision.

3. DELEGATIONS TO THE CHIEF FIRE OFFICER

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

3.1 The Chief Fire Officer has overall responsibility to ensure the fire and rescue service meets its legal obligations under legislation and the Fire and Rescue National Framework. The Chief Fire Officer also has overall responsibility for securing economy, efficiency and effectiveness. The Chief Fire Officer acts as Head of Paid Service under the provisions of the Local Government and Housing Act 1989.

3.2 As Chief Fire Officer;

3.2.1 the senior leader in the Service, providing strategic leadership and management of all staff,

3.2.2 responsible for the development and implementation of the Service Integrated-Community Risk Management Plan,

3.2.3 effective joint working with partners,

3.2.4 the senior operational commander in the Service.

3.3 As Chief Executive Officer and Head of Paid Service;

3.3.1 responsible for advising the Fire Authority and for ensuring, along with the Authority's Monitoring Officer and Section 151 Officer/Chief Financial Officer-Treasurer, that the Authority can effectively discharge all responsibilities imposed upon it by statute and guidance,

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

Specific Delegations

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

- 3.4.11 authority to discipline, (including termination of employment and determine appeals against dismissal) of all uniformed and local government employees and to determine appeals against any decision in which they did not participate in accordance with the relevant disciplinary procedures where applicable and otherwise in accordance with the Fire Authority's disciplinary scheme,
- 3.4.12 authority to agree on behalf of the Fire Authority local conditions of service to supplement the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service, (the 'Grey Book'), and the National Joint Council for Local Government Services, National Agreement on Pay and Conditions of Service, (the 'Green' book),
- 3.4.13 authority to exercise on behalf of the Fire Authority any discretion afforded to the employer (but not exercised by the Fire Authority) by the Grey Book, Green Book and Gold Book,
- 3.4.14 authority to exercise discretion on payments to estates and any other claims commensurate with the post ~~make any decision (other than a request for reconsideration)~~ required to be made by the Fire Authority under the Firefighters' Pension Scheme ~~Order 1992 and 1996 and amendments and~~ the Local Government Pension Scheme/Local Pension Board,
- 3.4.15 authority to consider and authorise an extension to full sick pay in exceptional circumstances subject to the merits of each individual case,
- 3.4.16 to direct effective public relations and media services to promote the Fire Authority within the community,
- 3.4.17 to follow the appropriate procedures for the invitation and acceptance of tenders/quotations as set out in Standing Orders as to Contracts,
- 3.4.18 in times of operational urgency ~~to~~ dispense with or approve requests to dispense with any provision of Standing Orders relating to contracts in consultation with (a) the Deputy Chief Executive Officer Section 151/Chief Financial Officer of the Fire Authority in relation to contracts up to a fixed sum (A7 in paragraph 910), or (b) the Deputy Chief Executive Officer Section 151/Chief Financial Officer and the Fire Authority Chair in relation to higher value contracts (A8 in paragraph 910). These

decisions will be reported to the Chair at the earliest opportunity and formally to the next available Fire Authority meeting,

- 3.4.19 to be responsible for the control of personnel and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to the Service,
- 3.4.20 to declare land surplus to requirements provided that the capital value ~~of the annual rental~~ does not exceed a fixed sum (A5 ~~and A6~~ in paragraph 910),
- 3.4.21 to authorise and approve, in conjunction with the appropriate Officers, the acquisition of land and the taking or variation in taking, of leases, licences, applications and easement of or over any land, (including buildings), where ~~either the capital payment or the annual rental does~~ not exceed a fixed sum (A5 ~~and A6~~ in paragraph 910),
- 3.4.22 to dispose of land, (and the granting of leases, licences, applications and easements in relation to the same), irrespective of its value provided that the land has been declared surplus to requirements by the Fire Authority,
- 3.4.23 to exercise corresponding powers and duties delegated to Officers of the Fire Authority where these or similar powers and duties are included in revised Acts, Orders or Regulations.

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

Role of Deputy Chief ~~Executive Fire Officer and Treasurer~~

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

Specific Delegations as Deputy Chief ~~Executive-Fire~~ Officer

- 4.2 To deputise for the Chief Fire Officer in his absence, with day to day ~~non-operational~~ management decision making powers.
- 4.3 The Deputy Chief ~~Executive-Fire~~ Officer is responsible for;
 - 4.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 4.3.2
 - 4.3.9 ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols,
 - 4.3.10 to be responsible for ensuring proper standards of financial management within the Service,
 - 4.3.11 to be responsible for budgetary control and the monitoring of expenditure and income,
 - 4.3.12 ~~to make arrangements and be responsible for the payment of salaries and wages to all employees and pensioners including: making deductions of trade unions subscriptions from pay on behalf of recognised trade unions on request, implementing schemes which permit voluntary deductions from pay for charities and other benevolent organisations where practicable and determining, in consultation with the Chief Fire Officer, future applications for the early payment of deferred pension rights and implementing national salary and wage awards to employees,~~
 - 4.3.13 ~~to sanction viroments between main revenue budget heads subject to certain financial limits, (A1 in paragraph 9), and other conditions set out in Financial Regulations,~~
 - 4.3.14 ~~to sanction capital viroments between capital programme heads subject to certain financial limits, (A2 in paragraph 9), and other conditions set out in Financial Regulations,~~

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~~4.3.15 to implement the insurance and risk management policies and report annually to the Fire Authority on the arrangements that are in place,~~

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~~4.3.16 to write off certain bad or irrecoverable debts or deficiencies relating to stores or property up to certain financial limits, (A3 in paragraph 9), or in certain defined circumstances,~~

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~~4.3.17 to be authorised to visit all establishments of the Fire Authority, to have access to all Fire Authority and Service documents, other records, computers systems and property and to require relevant information or explanation from any Officer,~~

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~~4.3.18 to make loans in furtherance of Service objectives to employees and associated organisations up to a maximum amount, (A4 in paragraph 9), and subject to certain provisos,~~

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~~4.3.19 to amend any guidance on the application of Standing Orders relating to contracts and to dispense with any individual requirement in special circumstances as agreed by the Chief Fire Officer or the Fire Authority as appropriate,~~

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~~4.3.20 to commence supply of goods and services in advance of an executed contract in exceptional circumstances,~~

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~~4.3.21 to compile lists of potential contractors and criteria for short listing,~~

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~~4.3.22 to conduct pre and post tender negotiations with tenderers after the receipt of tenders in accordance with the requirement of Standing Orders relating to contracts,~~

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~~4.3.23 to select and manage schemes for internal and external insurance risks,~~

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~~4.3.24 to fix, waive or vary charges in appropriate circumstance where no statutory fee is prescribed, in consultation with the Chief Fire Officer,~~

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~~4.3.25 to be responsible for the effective delivery of support services to the Fire Authority (legal, numerical services, insurance claims, management, payroll, pensions, audit, etc),~~

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~~4.3.26 to ensure that any issue of concern in the financial management of the Fire Authority is drawn to the attention of the Chief Fire Officer,~~

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4.3.27 to co-ordinate, in consultation with the appropriate Members and trade unions, the Fire Authority's response to retention/recruitment problems within the agreed financial and policy framework,

~~4.3.28 to maintain the list of politically restricted posts under the Local Government and Housing Act 1989,~~

~~4.3.29 to update the Scheme of Delegation to reflect revised Acts, Orders and regulations and new or revised constitutional documents approved by the Fire Authority,~~

4.3.30 to be responsible for the efficient and effective training of all service personnel in accordance with relevant legislative requirements and Home Office recommended standards,

~~4.3.31 to be responsible for the strategic planning of the Fire Authority and to make applications for planning permission under the appropriate Town and Country Planning Regulations,~~

~~4.3.32 to appoint architects and other consultants for Fire Authority projects and to inform the appropriate Members of all appointments and review performance,~~

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

4.3.xx to direct the provision of an efficient communications and mobilising system to ensure that the Service meets its statutory functions.

4.3.xx to direct the operational support functions of the Service in respect of operational equipment and work with the Assistant Chief Fire Officer to direct the functions of fire ground intelligence and other associated responsibilities.

4.3.xx to be responsible for the effective implementation of all strategies and policies relating to the Service sustainability ambitions.

4.3.xx to be responsible for the control of Service activities that may have environmental impact(s) ensuring policies and procedures are in place to mitigate and minimise said impact(s).

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4.3.xx to ensure the Service is compliant with all aspects of safeguarding as laid down in law and best practice.

4.3.xx to be responsible for the efficient and effective implementation of measures to counter cyber attacks on the Service infrastructure.

4.3.xx to ensure the Service is compliant with all aspects of GDPR

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5. DELEGATIONS TO THE ASSISTANT CHIEF FIRE OFFICER

Role of Assistant Chief Fire Officer

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

Specific Delegations

- 5.2 To deputise for the Chief Fire Officer in his absence on operational decision making.
- 5.3 The Assistant Chief Fire Officer is responsible for;
- 5.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 5.3.2 understanding the nature of the reporting needed for their services under Sections 112 and 114 of the Local Government Finance Act 1988,
 - 5.3.3 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,

- 5.3.4 obtaining the necessary information about their services to enable them to report (including receiving reports from the appropriate Accountants),
- 5.3.5 initiating exception and routine reports, as necessary, to the Deputy Chief ~~Executive-Fire~~ Officer,
- 5.3.6 to exercise the functions of the Fire Authority in relation to the means of escape in case of fire, fire precautions in any premises, licensed premises, factories, offices, shops and railway premises,
- 5.3.7 to undertake the powers and functions relating to the Regulatory Reform (Fire Safety) Order 2005 and associated regulations,
- 5.3.8 to exercise control over the operational delivery and performance of the Service,
- 5.3.9 to deliver the operational aspects of the Service within recommended Home Office guidelines,
- 5.3.10 to direct a performance monitoring system to ensure the Service is performing to the expectations of the community and to the requirements of the Home Office and other national organisations,
- 5.3.11 to ensure an optimal number of appropriately trained operational staff are available within the Service area to meet operational requirements at all times,
- 5.3.12 to provide an effective recruitment and retention system relating to operational firefighter posts,
- 5.3.13 to be responsible for the effective implementation of all legislative requirements relating to equal opportunities and fairness in employment policies,
- ~~5.3.14 to direct the provision of an efficient communications and mobilising system to ensure that the Service meets its statutory functions,~~
- 5.3.15 to direct the operational support functions of the Service in respect of water supplies and work with the Deputy Chief Fire Officer to direct the functions of fire ground intelligence, ~~operational equipment~~ and other associated responsibilities.

5.3.16 to be responsible for the strategic planning of the Fire Authority and to make applications for planning permission under the appropriate Town and Country Planning Regulations.

5.3.174.3.32 to appoint architects and other consultants for Fire Authority projects and to inform the appropriate Members of all appointments and review performance.

5.3.18 to carry out the functions of the Senior Information Risk Owner (SIRO).

6. DELEGATIONS TO THE SECTION 151/CHIEF FINANCIAL OFFICER OF THE FIRE AUTHORITY

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Role of Section 151/Chief Financial Officer to the Fire Authority

6.14.4 The ~~Treasurer~~Section 151/Chief Financial Officer to the Fire Authority shall discharge the responsibilities identified in Financial Regulation 1.2 under Section 112 and 114 of the Local Government Finance Act 1988;

6.1.14.4.1 proper administration of the Fire Authority's financial affairs,

6.1.24.4.2 identification of potential unlawful, unbudgeted expenditure.

6.2 4.5—The ~~Treasurer~~Section 151/Chief Financial Officer may and in consultation with the Fire Authority, discharge some of these duties through other appropriate Officers. However ultimate responsibility will be retained for;

6.2.14.5.4 reporting as appropriate to the Chief Fire Officer and/or the Fire Authority,

6.2.24.5.2 raising significant issues of under-performance with the Chief Fire Officer,

4.5.36.2.3 establishing a robust monitoring and reporting framework to ensure the proper discharge of Section 112 and 114 functions, including advising the Chief Fire Officer and other Officers on issues and circumstances in which action under these sections is required,

- | 4.5.46.2.4 ensuring the maintenance of an adequate and effective internal audit service,
- | 4.5.56.2.5 receiving reports from the Chief Fire Officer and any other Officer delegated to produce such reports,
- | 4.5.66.2.6 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
- | 4.66.3 The ~~Treasurer~~Section 151/Chief Financial Officer will also discharge the following responsibilities;
- | 4.6.16.3.1 strategic financial advice to the Fire Authority, including the establishment of budget strategy/guidelines relating expenditure to likely resources and the charges to the constituent financing authorities,
- | 4.6.26.3.2 setting the financial framework including adequate standards, protocols and procedures for budgeting, accounting, systems and reporting and for establishing a framework of monitoring to ensure these requirements are met,
- | 4.6.36.3.3 maintaining the Fire Authority's accounts,
- | 4.6.46.3.4 preparing reports and accounts, together with their submission, to the Fire Authority,
- | 4.6.56.3.5 review and approval of all financial information formally provided to the Fire Authority and its Members (including budgetary control reports),
- | 4.6.66.3.6 the review and approval of schemes of financial delegation,
- | 4.6.76.3.7 ~~advising the Chief Fire Officer and other Officers as appropriate on the issues and circumstances in which Section 112 and 114 reporting is needed,~~
- | 4.6.86.3.8 initiate and ~~accepting~~ routine and exception Section 112 and 114 reports from the Chief Fire Officer, Senior Officers, budget holders and the Fire Authority's Internal Auditor as necessary.

6.1.1 budget preparation and its management to the specified timetable, including identification and costing of budget options,

~~4.3.3 the preparation of timely budgetary control reports,~~

6.1.34.3.4 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,

6.1.44.3.5 providing financial advice and support to the Chief Fire Officer and budget holders in line with the financial framework of the Fire Authority,

6.1.54.3.6 managing the procurement and monitoring of bought-in financial services,

6.1.8 ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols,

6.1.9 to be responsible for ensuring proper standards of financial management within the Service,

6.1.10 to be responsible for budgetary control and the monitoring of expenditure and income,

6.1.11 to make arrangements and be responsible for the payment of salaries and wages to all employees and pensioners including: making deductions of trade unions subscriptions from pay on behalf of recognised trade unions on request, implementing schemes which permit voluntary deductions from pay for charities and other benevolent organisations where practicable and determining, in consultation with the Chief Fire Officer, future applications for the early payment of deferred pension rights and implementing national salary and wage awards to employees.

~~4.3.13 to sanction virements between main revenue budget heads subject to certain financial limits, (A1 in paragraph 9), and other conditions as set out in Financial Regulations,~~

~~4.3.14 to sanction capital virements between capital programme heads subject to certain financial limits, (A2 in paragraph 9), and other conditions set out in Financial Regulations,~~

~~6.1.144.3.15~~ to implement the insurance and risk management policies and report annually to the Fire Authority on the arrangements that are in place.

~~4.3.16~~ to write off certain bad or irrecoverable debts or deficiencies relating to stores or property up to certain financial limits, (A3 in paragraph 9), or in certain defined circumstances.

~~6.1.164.3.17~~ to be authorised to visit all establishments of the Fire Authority, to have access to all Fire Authority and Service documents, other records, computers systems and property and to require relevant information or explanation from any Officer.

~~4.3.18~~ to make loans in furtherance of Service objectives to employees and associated organisations up to a maximum amount, (A4 in paragraph 9), and subject to certain provisos.

~~6.1.184.3.19~~ to amend any guidance on the application of Standing Orders relating to contracts and to dispense with any individual requirement in special circumstances as agreed by the Chief Fire Officer or the Fire Authority as appropriate.

~~6.1.194.3.20~~ to commence supply of goods and services in advance of an executed contract in exceptional circumstances.

~~6.1.204.3.21~~ to compile lists of potential contractors and criteria for short-listing.

~~6.1.214.3.22~~ to conduct pre and post tender negotiations with tenderers after the receipt of tenders in accordance with the requirement of Standing Orders relating to contracts.

~~6.1.224.3.23~~ to select and manage schemes for internal and external insurance risks.

~~6.1.234.3.24~~ to fix, waive or vary charges in appropriate circumstance where no statutory fee is prescribed, in consultation with the Chief Fire Officer.

~~6.1.244.3.25~~ to be responsible for the effective delivery of support services to the Fire Authority (legal, numerical services, insurance claims, management, payroll, pensions, audit, etc).

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~~6.1.254.3.26~~ to ensure that any issue of concern in the financial management of the Fire Authority is drawn to the attention of the Chief Fire Officer.

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

~~6.1 Budget holders are responsible for;~~

~~6.1.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,~~

~~6.1.2 understanding and ensuring compliance with internal control and the requirements of standing orders, financial regulations and control standards and other corporate financial standards, rules and protocols,~~

~~6.1.3 complying with approved schemes of delegation,~~

~~6.1.4 timely implementation of agreed audit recommendations,~~

~~6.1.5 the introduction and maintenance of adequate and cost-effective systems of internal control within their area of responsibility,~~

~~6.1.6 initiating exception reports where necessary to senior Officers,~~

~~6.1.7 reporting any potential overspending to their line manager in a timely manner to allow for corrective action to be taken where required.~~

~~78. ROLE OF THE MONITORING OFFICER AND LEGAL ADVISER TO THE FIRE AUTHORITY~~

~~78.1 To operate as the Fire Authority's Monitoring Officer under the provisions of the Local Government and Housing Act 1989.~~

~~78.2 To act as Proper Officer for the Local Government, (Committees and political groups), Regulations 1990 and to be authorised to give effect to the wishes of political groups in relation to their membership of the Fire Authority and its Committees.~~

78.3 To affix the common seal to all documents necessary to bring into effect decisions of the Fire Authority or any of its Committees, sub Committees or Officers acting in pursuance of powers delegated.

78.4 To serve statutory notices to ascertain the legal interest of any person in the land.

78.5 To give legal advice to the Fire Authority, its Officers and Members and to commission specialist legal advice and representation as required.

78.6 To authorise the institution or defence of legal proceedings at common law or under any enactment, statutory instrument, order or byelaw conferring functions on the Fire Authority or in respect of functions undertaken by the Fire Authority.

8.7 to maintain the list of politically restricted posts under the Local Government and Housing Act 1989.

8.84.3.29 to update the Scheme of Delegation to reflect revised Acts, Orders and regulations and new or revised constitutional documents approved by the Fire Authority.

8.79 To authorise Officers for the purposes of Sections 44, 45 and 46 of the Fire and Rescue Services Act 2004 to exercise the powers contained therein and to appoint Officers as inspectors under Part 3, Article 26, of the Regulatory Reform (Fire Safety) Order 2005, to exercise the powers of inspection under Article 27 contained in the Regulatory Reform (Fire Safety) Order 2005 and regulations made there under and to exercise the powers contained in the Licensing Act 2003.

7.8.10 To decide upon a Members "need to know" and decline inspection of any document which is privileged due to legal proceedings. The Member may appeal against this decision to the Fire Authority.

89. ROLE OF THE FIRE AUTHORITY'S INTERNAL AUDITOR

- 89.1 The Fire Authority's Internal Auditor is responsible for the independent audit of control systems within the Authority to assess their adequacy to ensure;
- 89.1.2 reliable financial and other management information and reporting,
- 89.1.3 compliance with laws, regulations, policies, rules, etc,
- 89.1.4 properly safeguarded assets and interests,
- 89.1.5 efficient and effective operations,
- 89.1.6 recommending and gaining acceptance of improvements to systems of internal control identified as necessary during the course of audits; reporting all findings and issues transparently through the prevailing democratic processes,
- 89.1.7 initiating on an exception basis such reports that are necessary for the Treasurer/Section 151/Chief Financial Officer and /or Chief Fire Officer,
- 89.1.8 positively promoting a culture of risk management, probity and sound financial discipline and control as requirements of the organisation,
- 89.1.9 providing advice on the nature of internal control, the potential consequences of poor control and the control options available to reduce or limit risk,
- 89.1.10 assist as required in the investigation of potential fraud and corruption within the Service.

10. FINANCIAL LIMITS OF DELEGATED POWERS

A1	Approval by Treasurer to the Fire Authority of revenue virement	£250,000
A2	Approval by Treasurer to the Fire Authority of capital virement	£250,000
A3	Approval by Treasurer to the Fire Authority of debt write-off in consultation with the Chair of the Policy and Resources Committee	Up to £10,000
Land Transactions		

A5	Capital Sum	£250,000
A6	Annual Rental	£100,000
Contract Value		
A7	Chief Fire Officer in consultation with the Treasurer <u>Section 151/Chief Financial Officer</u> to the Fire Authority	Up to £7550 ,000
A8	Chief Fire Officer and Treasurer <u>Section 151/Chief Financial Officer</u> to the Fire Authority in consultation with the Chair of the Fire Authority, to be reported on annually to the Fire Authority	From £7550 ,000 to the Government Procurement Agreement Threshold



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

Working together to improve community safety

SCHEME OF DELEGATION

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

Version History

Version	Date	Comments
1	October 2004	Appointment of Treasurer and amendment of scheme
2	February 2007	Organisational structure amendments
3	August 2016	Financial limit updates
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1. GENERAL ARRANGEMENTS

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

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

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

2. URGENCY POWERS OF CHAIR OF AUTHORITY

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

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

3. DELEGATIONS TO THE CHIEF FIRE OFFICER

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

3.1 The Chief Fire Officer has overall responsibility to ensure the fire and rescue service meets its legal obligations under legislation and the Fire and Rescue National Framework. The Chief Fire Officer also has overall responsibility for securing economy, efficiency and effectiveness. The Chief Fire Officer acts as Head of Paid Service under the provisions of the Local Government and Housing Act 1989.

3.2 As Chief Fire Officer;

3.2.1 the senior leader in the Service, providing strategic leadership and management of all staff,

3.2.2 responsible for the development and implementation of the Service Community Risk Management Plan,

3.2.3 effective joint working with partners,

3.2.4 the senior operational commander in the Service.

3.3 As Chief Executive Officer and Head of Paid Service;

3.3.1 responsible for advising the Fire Authority and for ensuring, along with the Authority's Monitoring Officer and Section 151 Officer/Chief Financial Officer, that the Authority can effectively discharge all responsibilities imposed upon it by statute and guidance,

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

Specific Delegations

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

- 3.4.11 authority to discipline, (including termination of employment and determine appeals against dismissal) of all uniformed and local government employees and to determine appeals against any decision in which they did not participate in accordance with the relevant disciplinary procedures where applicable and otherwise in accordance with the Fire Authority's disciplinary scheme,
- 3.4.12 authority to agree on behalf of the Fire Authority local conditions of service to supplement the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service, (the 'Grey Book'), and the National Joint Council for Local Government Services, National Agreement on Pay and Conditions of Service, (the 'Green' book),
- 3.4.13 authority to exercise on behalf of the Fire Authority any discretion afforded to the employer (but not exercised by the Fire Authority) by the Grey Book, Green Book and Gold Book,
- 3.4.14 authority to exercise discretion on payments due to the estates of deceased employees within the confines of the Firefighters' Pension Scheme and the Local Government Pension Scheme/Local Pension Board,
- 3.4.15 authority to consider and authorise an extension to full sick pay in exceptional circumstances subject to the merits of each individual case,
- 3.4.16 to direct effective public relations and media services to promote the Fire Authority within the community,
- 3.4.17 to follow the appropriate procedures for the invitation and acceptance of tenders/quotations as set out in Standing Orders as to Contracts,
- 3.4.18 in times of operational urgency, to suspend Standing Orders relating to contracts in consultation with either the Section 151/Chief Financial Officer (for contracts up to £75,000) and the Section 151 Officer and Fire Authority Chair (contracts above £75,000). These decisions will be reported to the Chair at the earliest opportunity and formally to the next available Fire Authority meeting,

- 3.4.19 to be responsible for the control of personnel and the security, custody and control of all other resources including plant, buildings, materials, cash and stores appertaining to the Service,
- 3.4.20 to declare land surplus to requirements provided that the capital value does not exceed a fixed sum (A1 paragraph 9),
- 3.4.21 to authorise and approve, in conjunction with the appropriate Officers, the acquisition of land and the taking or variation in taking, of leases, licences, applications and easement of or over any land, (including buildings), where the capital payment does not exceed a fixed sum (A1 in paragraph 9),
- 3.4.22 to dispose of land, (and the granting of leases, licences, applications and easements in relation to the same), irrespective of its value provided that the land has been declared surplus to requirements by the Fire Authority,
- 3.4.23 to exercise corresponding powers and duties delegated to Officers of the Fire Authority where these or similar powers and duties are included in revised Acts, Orders or Regulations.

4. DELEGATIONS TO THE DEPUTY CHIEF FIRE OFFICER

Role of Deputy Chief Fire Officer

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

Specific Delegations as Deputy Chief Fire Officer

- 4.2 To deputise for the Chief Fire Officer in his absence, with day to day management decision making powers.

- 4.3 The Deputy Chief Fire Officer is responsible for;
- 4.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 4.3.2 ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols,
 - 4.3.3 to be responsible for ensuring proper standards of financial management within the Service,
 - 4.3.4 to be responsible for budgetary control and the monitoring of expenditure and income,
 - 4.3.5 to co-ordinate, in consultation with the appropriate Members and trade unions, the Fire Authority's response to retention/recruitment problems within the agreed financial and policy framework,
 - 4.3.6 to be responsible for the efficient and effective training of all service personnel in accordance with relevant legislative requirements and Home Office recommended standards,
 - 4.3.7 to be responsible for the effective implementation of all people policies of the Fire Authority.
 - 4.3.8 to direct the provision of an efficient communications and mobilising system to ensure that the Service meets its statutory functions,
 - 4.3.9 to direct the operational support functions of the Service in respect of operational equipment and work with the Assistant Chief Fire Officer to direct the functions of fire ground intelligence and other associated responsibilities,
 - 4.3.10 to be responsible for the effective implementation of all strategies and policies relating to the Service sustainability ambitions,
 - 4.3.11 to be responsible for the control of Service activities that may have environmental impact(s) ensuring policies and procedures are in place to mitigate and minimise said impact(s),

- 4.3.12 to ensure the Service is compliant with all aspects of safeguarding as laid down in law and best practice,
- 4.3.13 to be responsible for the efficient and effective implementation of measures to counter cyber attacks on the Service infrastructure,
- 4.3.14 to ensure the Service is compliant with all aspects of General Data Protection Regulation or GDPR.
- 4.3.15 to maintain the list of politically restricted posts under the Local Government and Housing Act 1989.

5. DELEGATIONS TO THE ASSISTANT CHIEF FIRE OFFICER

Role of Assistant Chief Fire Officer

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

Specific Delegations

- 5.2 To deputise for the Chief Fire Officer in his absence on operational decision making.
- 5.3 The Assistant Chief Fire Officer is responsible for;
 - 5.3.1 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation,
 - 5.3.2 understanding the nature of the reporting needed for their services under Sections 112 and 114 of the Local Government Finance Act 1988,

- 5.3.3 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues,
- 5.3.4 obtaining the necessary information about their services to enable them to report (including receiving reports from the appropriate Accountants),
- 5.3.5 initiating exception and routine reports, as necessary, to the Deputy Chief Fire Officer,
- 5.3.6 to exercise the functions of the Fire Authority in relation to the means of escape in case of fire, fire precautions in any premises, licensed premises, factories, offices, shops and railway premises,
- 5.3.7 to undertake the powers and functions relating to the Regulatory Reform (Fire Safety) Order 2005 and associated regulations,
- 5.3.8 to exercise control over the operational delivery and performance of the Service,
- 5.3.9 to deliver the operational aspects of the Service within recommended Home Office guidelines,
- 5.3.10 to direct a performance monitoring system to ensure the Service is performing to the expectations of the community and to the requirements of the Home Office and other national organisations,
- 5.3.11 to ensure an optimal number of appropriately trained operational staff are available within the Service area to meet operational requirements at all times,
- 5.3.12 to provide an effective recruitment and retention system relating to operational firefighter posts,
- 5.3.13 to be responsible for the effective implementation of all legislative requirements relating to equal opportunities and fairness in employment policies,
- 5.3.14 to direct the operational support functions of the Service in respect of water supplies and work with the Deputy Chief Fire Officer to direct the functions of fire ground intelligence and other associated responsibilities.

- 5.3.15 to be responsible for the strategic planning of the Fire Authority and to make applications for planning permission under the appropriate Town and Country Planning Regulations,
- 5.3.16 to appoint architects and other consultants for Fire Authority projects and to inform the appropriate Members of all appointments and review performance,
- 5.3.17 to carry out the functions of the Senior Information Risk Owner (SIRO).

6. DELEGATIONS TO THE SECTION 151/CHIEF FINANCIAL OFFICER OF THE FIRE AUTHORITY

Role of Section 151/Chief Financial Officer to the Fire Authority

- 6.1 The Section 151/Chief Financial Officer to the Fire Authority shall discharge the responsibilities identified in Financial Regulation 1.2 under Section 112 and 114 of the Local Government Finance Act 1988;
 - 6.1.1 proper administration of the Fire Authority's financial affairs,
 - 6.1.2 identification of potential unlawful, unbudgeted expenditure.
- 6.2 The Section 151/Chief Financial Officer may and in consultation with the Fire Authority, discharge some of these duties through other appropriate Officers. However ultimate responsibility will be retained for;
 - 6.2.1 reporting as appropriate to the Chief Fire Officer and/or the Fire Authority,
 - 6.2.2 establishing an effective monitoring and reporting framework to ensure a proper awareness of significant issues and raising issues of under-performance with the Chief Fire Officer,
 - 6.2.3 establishing a robust monitoring and reporting framework to ensure the proper discharge of Section 112 and 114 functions, including advising the Chief Fire Officer and other Officers on issues and circumstances in which action under these sections is required,
 - 6.2.4 ensuring the maintenance of an adequate and effective internal audit service,

- 6.2.5 receiving reports from the Chief Fire Officer and any other Officer delegated to produce such reports,
- 6.2.6 positively promoting a culture of probity and sound financial discipline and control as requirements of the organisation.
- 6.3 The Section 151/Chief Financial Officer will also discharge the following responsibilities;
 - 6.3.1 provision of strategic financial advice to the Fire Authority, including the establishment of budget strategy/guidelines relating expenditure to likely resources and the charges to the constituent financing authorities,
 - 6.3.2 setting the financial framework including adequate standards, protocols and procedures for budgeting, accounting, systems and reporting and for establishing a framework of monitoring to ensure these requirements are met,
 - 6.3.3 maintaining the Fire Authority's accounts,
 - 6.3.4 preparing reports and accounts, together with their submission, to the Fire Authority,
 - 6.3.5 review and approval of all financial information formally provided to the Fire Authority and its Members (including budgetary control reports),
 - 6.3.6 the review and approval of schemes of financial delegation,
 - 6.3.7 managing the procurement and monitoring of bought-in financial services,
 - 6.3.8 ensuring all applicable personnel have seen and understand the need to comply with standing orders, financial regulations and central standards and other financial standards, rules and protocols,
 - 6.3.9 to be responsible for budgetary control and the monitoring of expenditure and income,
 - 6.3.10 to make arrangements and be responsible for the payment of salaries and wages to all employees and pensioners including: making

deductions of trade unions subscriptions from pay on behalf of recognised trade unions on request, implementing schemes which permit voluntary deductions from pay for charities and other benevolent organisations where practicable and determining, in consultation with the Chief Fire Officer, future applications for the early payment of deferred pension rights and implementing national salary and wage awards to employees,

- 6.3.11 to implement the insurance and risk management policies and report annually to the Fire Authority on the arrangements that are in place,
- 6.3.12 to be authorised to visit all establishments of the Fire Authority, to have access to all Fire Authority and Service documents, other records, computers systems and property and to require relevant information or explanation from any Officer,
- 6.3.13 to amend any guidance on the application of Standing Orders relating to contracts and to dispense with any individual requirement in special circumstances as agreed by the Chief Fire Officer or the Fire Authority as appropriate,
- 6.3.14 to commence supply of goods and services in advance of an executed contract in exceptional circumstances,
- 6.3.15 to compile lists of potential contractors and criteria for short-listing,
- 6.3.16 to conduct pre and post tender negotiations with tenderers after the receipt of tenders in accordance with the requirement of Standing Orders relating to contracts,
- 6.3.17 to select and manage schemes for internal and external insurance risks,
- 6.3.18 to fix, waive or vary charges in appropriate circumstance where no statutory fee is prescribed, in consultation with the Chief Fire Officer,
- 6.3.19 to be responsible for the effective delivery of support services to the Fire Authority (legal, numerical services, insurance claims, management, payroll, pensions, audit, etc),
- 6.3.20 to ensure that any issue of concern in the financial management of the Fire Authority is drawn to the attention of the Chief Fire Officer.

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

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

8. ROLE OF THE FIRE AUTHORITY'S INTERNAL AUDITOR

- 8.1 The Fire Authority's Internal Auditor is responsible for the independent audit of control systems within the Authority to assess their adequacy to ensure;
 - 8.1.1 reliable financial and other management information and reporting,
 - 8.1.2 compliance with laws, regulations, policies, rules, etc,
 - 8.1.3 properly safeguarded assets and interests,
 - 8.1.4 efficient and effective operations,
 - 8.1.5 recommending and gaining acceptance of improvements to systems of internal control identified as necessary during the course of audits; reporting all findings and issues transparently through the prevailing democratic processes,
 - 8.1.6 initiating on an exception basis such reports that are necessary for the Section 151/Chief Financial Officer and /or Chief Fire Officer,
 - 8.1.7 positively promoting a culture of risk management, probity and sound financial discipline and control as requirements of the organisation,
 - 8.1.8 providing advice on the nature of internal control, the potential consequences of poor control and the control options available to reduce or limit risk,
 - 8.1.9 assist as required in the investigation of potential fraud and corruption within the Service.

9. FINANCIAL LIMITS OF DELEGATED POWERS

Land Transactions		
A1	Capital Sum	£250,000
Contract Value		
A2	Chief Fire Officer in consultation with the Section 151/Chief Financial Officer to the Fire Authority	Up to £75,000
A3	Chief Fire Officer and Section 151/Chief Financial Officer to the Fire Authority in consultation with the Chair of the Fire Authority, to be reported on annually to the Fire Authority	From £75,000 to the Government Procurement Agreement Threshold (£214,000)

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

STANDING ORDERS AS TO MEETINGS

Version History

Version	Date	Comments
1	October 2006	
2	July 2007	Terminology change
3	June 2009	Change of Committee structure
4	October 2009	Quorum changes
5	October 2012	Change in Committee structure and interests of Members in contracts another matters
6	September 2015	
7	November 2021	
8	December 2024	Annual review (deferred from June 2024)

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1. ELECTION OF CHAIR

- 1.1 At its annual meeting, before proceeding to any other business, the Authority shall elect a Chair from Cambridgeshire County Council representatives and Vice-Chair from Peterborough City Council representatives for the ensuing year.
- 1.2 The Chair shall remain in office until a successor is elected.
- 1.3 At the annual meeting, the Authority shall make appointments to Committees and appoint Chairs and Vice-Chairs to its Committees and outside bodies. These Committee Chairs and Vice-Chairs shall hold office until the next annual meeting of the Fire Authority.
- 1.4 In the absence from a meeting of the Chair and, where appointed, a Vice-Chair of the Authority, a Chair for that meeting only shall be appointed from among those Members present.

2. CHAIR OF MEETING

- 2.1 Any power or duty of the Chair in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

3. MEMBERSHIP OF THE AUTHORITY AND ITS COMMITTEES

- 3.1 The Authority's Committees are;

Policy and Resources Committee
Overview and Scrutiny Committee (with a Hearings Panel sub-Committee)
Performance Review Committee
Appointments Committee
Fire Authority Disciplinary and Grievance Committee
Fire Authority Appeals Committee
Appeals (Pensions) Committee
~~Joint Consultative Committee (non-decision-making)~~

- 3.2 The membership of the Authority reflects the requirements of the Local Government and Housing Act 1989, with specific appointments and replacements being made by each constituent authority, within the overall allocation of seats to political groups except insofar as individual groups waive their rights.
- 3.3 The membership of the Authority's Committees will comply with the requirements of the Local Government and Housing Act 1989 and reflect the overall political proportionality of the Fire Authority, except for those Committees where the requirement to reflect political proportionality has been waived by a unanimous vote of the Fire Authority. Members of the Authority's Committees must also be Members of the Fire Authority.

3.4 Any permanent changes in a Committee's membership must be notified by the Group Leader or the majority of their group to the Democratic Services Manager no later than 12 noon the working day before the relevant meeting. Democratic Services will ensure that all appointments to Committees are reported to the next meeting of the Fire Authority.

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4. QUORUM

- 4.1 If during a meeting of the Authority or its Committees, the Chair declares, after counting the number of Members present, that there is not a quorum present, the meeting shall stand adjourned.
- 4.2 The consideration of any business not transacted shall be adjourned to a time fixed by the Chair at the time the meeting is adjourned, or, if a time is not fixed, to the next ordinary meeting of the Authority or Committee as the case may be.
- 4.3 The quorum of the Authority shall be one-third of the whole membership of the Authority (for 17 Members, the quorum is six) provided that there is at least one Member from each of the constituent authorities present.
- 4.4 The quorum for the Committees of the Fire Authority shall be;

Policy and Resources Committee	Three Members
Overview and Scrutiny Committee	Three Members
Hearings Panel of the Overview and Scrutiny Committee	Three Members
Performance Review Committee	Three Members
Appointments Committee	Three Members
Fire Authority Disciplinary and Grievance Committee	Three Members
Fire Authority Appeals Committee	Three Members
Appeals (Pensions) Committee	Three Members
Joint Consultative Committee	Three Members plus two trade-union/association members and one senior Officer

5. MINUTES

- 5.1 The Chair shall put the question that the minutes of the last meeting be approved as a correct record.
- 5.2 No discussion shall take place upon the minutes except upon their accuracy and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised, then as soon as it has been disposed of, the Chair shall sign the minutes.
- 5.3 Minutes of meetings of the Authority and its Committees shall be signed at the next ordinary meeting of that body.

6. VOTING

- 6.1 The mode of voting at all meetings shall be by show of hands except as provided in Standing Order 7. Immediately after a vote is taken at any meeting, any Member present may on request have recorded in the minutes whether they cast their vote for or against the question or whether they abstained from voting.
- 6.2 If the number of Members present, equivalent to the quorum, demand a recorded vote, then each Member will be asked to indicate whether their vote is in favour of or against the motion or whether they abstain. The way in which each Member present voted is then recorded in the minutes of the meeting.
- 6.3 In the event of a tied vote, the Chair shall have a casting vote.

7. VOTING ON APPOINTMENTS

- 7.1 The mode of voting for all appointments made by the Authority shall be determined by the Chair of the meeting, usually by show of hands. A secret ballot must only be used exceptionally.
- 7.2 Where more than two persons are nominated for any appointment and of the votes given there is not a majority in favour of one of them, the name of the person having the least number of votes shall be struck off the list and a fresh vote shall be taken, and so on until a majority of votes is given in favour of one person.
- 7.3 In the event of a tied vote at any stage of the process, the Chair shall have a casting vote.

8. RECORD OF ATTENDANCES

- 8.1 Every Member of the Authority attending a meeting of the Authority or any of its Committees shall ~~sign their name in the attendance sheet provided for that purpose.~~ have their attendance recorded in the minutes.
- 8.2 Where a Member fails to attend two consecutive meetings, for whatever reason, the Monitoring Officer will initiate discussions with the Member concerned and, if appropriate, their political Group Leader. The Monitoring Officer may, in consultation with the Group Leader, write to the Chief Executive of the Member's Unitary Authority to seek removal of the Member and the appointment of an alternative Member should non-attendance continue.

9. ARRANGEMENTS FOR MEETINGS

- 9.1 Meetings of the Authority shall be held on dates and at times and venues determined in advance and agreed by the Authority. Any variation, addition or

deletion to the agreed programme must be approved by the Chair in consultation with the Vice-Chair and opposition Group Leaders, or by the Chair only in cases of urgency.

- 9.2 The Chair of the Authority may call a special meeting of the Authority at any time. A special meeting shall also be called within 28 days from the receipt of a requisition signed by a quarter of the Members of the Authority, delivered in writing to the Monitoring Officer.
- 9.3 A summons to the special meeting shall set out the business to be transacted and no business other than that set out in the summons shall be considered at that meeting.
- 9.4 A copy of the agenda and reports for any meeting of the Authority or its Committees shall be published and sent to every Member at least five clear days before the meeting at which the reports are to be considered.
- 9.5 Meetings of Committees shall be held on dates and at times and venues determined in advance and agreed by the Committee. Any variation, additions or deletions to the original programme must be approved by the Chair of the Committee.

10. APPOINTMENT OF SUBSTITUTE MEMBERS OF COMMITTEES

- 10.1 For the Performance Review Committee, Fire Authority Disciplinary and Grievance Committee, Fire Authority Appeals Committee and the Appeals (Pensions) Committee, the Authority will appoint up to ~~two~~three named substitutes. There shall be no substitute members allowed for Policy and Resources Committee or Overview and Scrutiny Committee.
- 10.2 Substitute Members, when substituting for an ordinary Member of the Committee, will have all the powers and duties of any ordinary Member of the Committee but will not be able to exercise any special powers or duties exercisable by the person they are substituting.
- 10.3 Substitute Members may attend meetings in that capacity only;
 - 10.3.1 to take the place of the ordinary Member for whom they are the designated substitute,
 - 10.3.2 after notifying the Democratic Services Officer of the intended substitution before the start of the meeting.
- 10.4 In the event of the ordinary Member of the Committee being present at the start of the meeting, the ordinary Member may advise that the substitution shall not take effect. The membership of the Committee shall be as constituted at the start of the meeting and substitution will not be permitted during the course of the meeting.
- 10.5 Substitute Members are eligible for travelling and subsistence allowances as if they were appointed Members of that Committee.

11. DISCLOSURE OF PROCEEDINGS OF THE AUTHORITY AND ITS COMMITTEES

- 11.1 Agenda, reports and other documents and proceedings of the Authority and any of its Committees shall only be treated as confidential if clearly so marked or specified. Documents which are so marked shall not be disclosed other than to those Members who are entitled to them.
- 11.2 The Monitoring Officer shall, in accordance with the Local Government Act 1972, state clearly on the document the reason for the confidentiality.

12. INSPECTION OF DOCUMENTS CONSIDERED BY THE AUTHORITY

- 12.1 Subject to paragraphs 12.3 and 12.4 below a Member of either of the two constituent authorities who, on application to the Monitoring Officer, is able to establish a need to know, may inspect any document which has been considered by the Authority and/or any of its Committees and, if copies are available, shall on request be supplied with a copy of such document.
- 12.2 Any Members aggrieved by a refusal to allow the inspection of any document under paragraph 12.1 above may require the Monitoring Officer to refer their application to the Authority whose decision shall be final.
- 12.3 The Monitoring Officer may decline to allow inspection of any document which in their opinion is or, in the event of legal proceedings, would be protected by privilege arising from the relationship of solicitor and client.
- 12.4 The Monitoring Officer may decline to allow inspection of any document or other information relating to an alleged breach of the Code of Conduct where the Overview and Scrutiny Committee has agreed that it be withheld.
- 12.5 The provisions on the inspection of documents relating to items to be considered by the Authority and any of its Committees are set out in Section 100F of the Local Government Act 1972.
- 12.6 Where the Hearing Panel of the Overview and Scrutiny Committee is considering an allegation against a Member, there will be no public right of access to the meetings or documents.
- 12.7 The Overview and Scrutiny Committee is required to produce a written summary of its consideration of those matters, which is to be made available to the public.
- 12.8 Otherwise, the proceedings of the Overview and Scrutiny Committee and its Hearing Panel are to be open to the public in a manner similar to that in which

other proceedings of local authorities are made open (see Part 5A of the Local Government Act 1972).

13. ITEMS FOR THE AUTHORITY

- 13.1 The Chief Fire Officer/Chief Executive Officer, Section 151/Chief Financial Officer or Monitoring Officer may place on the agenda paper of the Authority notice of all business which, in their opinion, requires its attention.
- 13.2 Any Member of the Authority may submit an item of business for inclusion on the agenda of the Authority and the item shall be included provided that;
 - 13.2.1 its inclusion on the agenda has the support of the Chair of the Authority,
 - 13.2.2 the item is not covered by any other item to be included on the agenda,
 - 13.2.3 at least ten clear working days' notice of the item is given in writing to the Monitoring Officer before the meeting.

14. DISORDERLY CONDUCT BY MEMBERS OF THE AUTHORITY

- 14.1 If at any meeting of the Authority, any Member, in the opinion of the Chair, persistently disregards the ruling of the Chair, or persistently behaves irregularly, improperly or offensively, or persistently wilfully obstructs the business of the meeting, the Chair or any other Member may move 'that the Member named be not further heard'. The motion, if seconded, shall be put and determined without discussion.
- 14.2 If the Member named continues their conduct after a motion under the foregoing paragraph has been carried, the Chair shall either move 'that the Member named do leave the meeting' (in which case the motion shall be put and determined without discussion) or adjourn the meeting for such period as the Chair at their direction considers expedient.
- 14.3 In the event of a general disturbance which, in the opinion of the Chair, renders the due and orderly despatch of business impossible, the Chair, in addition to any other power invested in them may, without putting the question, adjourn the meeting for such period as they consider expedient.

15. DISTURBANCE BY MEMBERS OF THE PUBLIC

- 15.1 If a member of the public interrupts the proceedings at any meeting of the Authority or its Committees or is in contravention of Standing Order 14, the Chair shall warn them. If they continue, the Chair shall order their removal from the meeting room.
- 15.2 In case of general disturbance in any part of the meeting room open to the

public, the Chair shall order that part to be cleared.

16. PHOTOGRAPHY AND AUDIO RECORDINGS OF MEETINGS

- 16.1 The Authority supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as ~~Twitter~~ X and Face Book) to communicate with people about what is happening, as it happens. These arrangements will operate in accordance with a protocol agreed by the Chair of the Authority and political Group Leaders. This protocol is published on the Authority's website.

17. PUBLICITY REGARDING EMPLOYEES

- 17.1 If, at a meeting of the Authority or any of its Committees any question arises which would be likely to result in the disclosure to members of the public of exempt information (relating to particular employees etc) of the categories described in paragraphs 1 and 2 of Part 1 of Schedule 12A to the Local Government Act 1972, the question shall not be the subject of discussion until a motion to exclude the public has been proposed and voted upon.

18. INTEREST OF MEMBERS IN CONTRACTS AND OTHER MATTERS

Disclosable Pecuniary Interest

- 18.1 If a Member attends a meeting and has and is aware that he/she has a Disclosable Pecuniary Interest in any matter to be considered, or being considered, at that meeting;
- 18.1.2 if the interest is not entered in the Authority's Register of Members' Interests, he/she must, subject to sub-paragraph 18.1.3 below, disclose to the meeting the fact that he/she has a Disclosable Pecuniary Interest in that matter. If he/she has not already done so, he/she must notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure, and
- 18.1.3 whether the interest is registered or not he/she must not – unless he/she has obtained a dispensation from the Authority's Monitoring Officer - participate, or participate further, in any discussion of the matter at the meeting or remain in the meeting room whilst the matter is being debated or participate in any vote taken on the matter at the meeting apart from making representations, giving evidence or answering questions, prior to the commencement of the debate on that matter.

Sensitive Interest

- 18.2 Where he/she consider (and the Authority's Monitoring Officer agrees) that the nature of a Disclosable Pecuniary Interest is such that disclosure of the

details of the interest could lead to he/she or a person connected with he/she being subject to intimidation or violence, it is a "sensitive interest" for the purposes of the Code and the details of the sensitive interest do not need to be disclosed to a meeting, although the fact that he/she has a sensitive interest must be disclosed.

19. INTEREST OF OFFICERS IN CONTRACTS

19.1 If any Officer attending a meeting of the Authority or any of its Committees has a pecuniary interest in any contract or other matter before that meeting, he/she shall declare that interest and withdraw from the meeting unless the meeting determines otherwise.

20. ORDER OF BUSINESS AT MEETINGS OF THE AUTHORITY

20.1 Except as otherwise provided by paragraph 20.2 of this Standing Order, the order of business at every meeting of the Authority shall be;

20.1.1 to appoint a person to preside if the Chair and Vice-Chair are absent,

20.1.2 to deal with any business required by statute to be done before any other business,

20.1.3 to approve as a correct record and sign the minutes of the last meeting of the Authority,

20.1.4 any correspondence, communications or other business specially brought forward by direction of the Chair,

20.1.5 to dispose of any business remaining from the last meeting,

20.1.6 other business, if any, specified in the summons.

20.2 Business falling under items 20.1.1 to 20.1.3 inclusive shall not be displaced but subject thereto the foregoing order of business may be varied;

20.2.1 by the Chair at their discretion or,

20.2.2 by a resolution passed on a motion (which need not be in writing) duly moved and seconded, which shall be moved and put without discussion.

21. MOTIONS AND AMENDMENTS WHICH MAY BE MOVED WITHOUT NOTICE AT MEETINGS OF THE AUTHORITY

21.1 The following motions and amendments may be moved without notice;

21.1.2 appointment of a Chair of the meeting at which the motion is made,

21.1.3 motions relating to the accuracy of the minutes,

- 21.1.4 variation in the order of business specified in the summons subject to the requirements of Standing Order 20,
- 21.1.5 that leave be given to withdraw a motion,
- 21.1.6 amendments to motions,
- 21.1.7 that the Authority proceed to the next business,
- 21.1.8 that the question be now put,
- 21.1.9 that the debate be now adjourned,
- 21.1.10 that the Authority do now adjourn,
- 21.1.11 that with the consent of the Chair on the grounds of urgency, Standing Orders be suspended in accordance with Standing Order 24,
- 21.1.12 motions under Section 100A of the Local Government Act 1972, to exclude the public,
- 21.1.13 that a Member named under Standing Order 14 be not heard further or do leave the meeting,
- 21.1.14 in connection with voting on appointments in accordance with Standing Order 7.

22. RULES OF DEBATE FOR MEETINGS

Motions and Amendments

- 22.1 A motion or amendment shall not be discussed unless it has been proposed and seconded.

Contents of Speeches

- 22.2 Members shall direct speeches to the issue under discussion or to a personal explanation or to a point of order.

Amendments to Motions

- 22.3 An amendment shall be relevant to the motion and shall be either;
 - 22.3.1 to omit words,
 - 22.3.2 to omit words and insert others or,
 - 22.3.3 to insert words,
 - 22.3.4 but such omission or insertion of words shall not have the effect of simply negating the motion before the Committee which could otherwise be achieved by voting against the motion.

Withdrawal of Motion

- 22.4 A motion or amendment may be withdrawn by the mover with the consent of their seconder, which shall be signified without discussion, and no Member may speak upon it after permission for its withdrawal has been granted.

Ruling of Chair on Points of Order

- 22.5 The ruling of the Chair on a point of order shall not be open to discussion.

23. PUBLIC PARTICIPATION

- 23.1 At a meeting of the Authority and subject to the following paragraphs, questions may be asked, or statements made by any member of the public – individuals, representatives of voluntary and other external organisations, including businesses.

- 23.2 Questions or statements will not normally be accepted from employees of the Authority except when acting as trades union representatives or private individuals, as they have sufficient channels of communication, both internally and through their representative bodies.

- 23.3 Up to fifteen minutes will be allowed in total for questions/statements.

- 23.4 Speakers will be invited on a first come, first served basis.

- 23.5 Anyone wishing to speak should make a request in writing no later than 12 noon, three working days before the meeting.

- 23.6 Any request should be in writing either via e-mail or letter to the Democratic Services Officer and provide the following details;

- 23.6.1 name, address and contact details of the person making a comment or asking a question,

- 23.6.2 details of the request to speak; if you wish to ask a question, the full text of the question needs to be provided. If you wish to make a comment about a matter on the agenda, a list of the main points is required.

- 23.7 Requests to speak received after the three-day deadline may be permitted, at the discretion of the Authority Chair.

- 23.8 All the questions and comments should be clear, concise and relevant to the agenda of the meeting. Only one question or comment may be allowed per speaker.

- 23.9 Questions/statements must relate to the Authority's responsibilities and affect Cambridgeshire or Peterborough. They must also not;

- 23.9.1 be defamatory or improper,

- 23.9.2 relate to the performance or employment of Authority individuals or concern a matter in which a right of appeal or review exists,
- 23.9.3 concern a matter which is confidential or exempt business including individual cases under investigation and allegations of crime or individual complaints against employees of the Authority.
- 23.10 The Chair will invite each speaker to address Members of the Authority.
- 23.11 Each Person will be able to speak for a maximum of three minutes. The Democratic Services Officer will time each speaker to ensure that he/she does not exceed three minutes. If a speaker continues for longer the Chair will ask him/her to stop. No more than three speakers will normally be permitted per subject at a meeting (subject to the Chair's discretion).
- 23.12 The Chair will deal with the question or statement or request that an appropriate Member or Officer reply orally. The Chair can decide whether the questioner should have the opportunity to seek clarification of the reply or ask one supplementary question.
- 23.13 Any questioner who attends but does not receive a response through lack of time will be sent a written reply within ten working days after the meeting.

24. SUSPENSION OF STANDING ORDERS

- 24.1 All Standing Orders, except for those Standing Orders governed by statute, may be suspended at any meeting of the Authority and any of its Committees as regards any business at the meeting, where the Chair considers it urgent and there are at least half of the Members or a quorum, whichever is greater are present. When moving a motion to suspend a Standing Order the mover shall specify the Standing Order concerned and state the purpose for wishing to suspend it.

25. APPOINTMENTS AND CANVASSING OF MEMBERS

- 25.1 Canvassing of Members of the Authority for any appointment under the Authority shall disqualify the candidate concerned for that appointment.

26. RELATIVES OF MEMBERS OR OFFICERS

- 26.1 A candidate for any appointment under the Authority who knows that they are related to any Member of the Authority or senior Officers of the Authority shall, when making an application, disclose that relationship. A candidate who fails to disclose such a relationship shall be disqualified for the appointment but, if appointed prior to disclosure, shall be liable to dismissal without notice.
- 26.2 Every Member of the Authority and senior Officers of the Authority shall disclose to the Chief Fire Officer/Chief Executive Officer any relationship known to them to exist between themselves and any

person whom they know is a candidate for an appointment under the Authority. The Chief Fire Officer /Chief Executive Officer shall report to the Authority any such disclosure made.

- 26.3 For the purpose of this Standing Order 'senior Officer' means any Officer whose salary grade is a level equivalent to MB1/Station Manager or above. Persons shall be deemed to be related if they are husband or wife or partner or if either of them or their spouse or partner of either of them is the son or daughter or grandson or granddaughter or brother or sister or nephew or niece of the other, or of the spouse or partner of the other.

27. INTERPRETATION OF STANDING ORDERS

- 27.1 The ruling of the Chair of the meeting as to the construction or application of any of these Standing Orders, or as to any proceedings of the Authority and its Committees shall not be challenged at the meeting.

28. STANDING ORDERS TO BE GIVEN TO MEMBERS

- 28.1 A printed copy of these Standing Orders shall be given to each Member of the Authority by the Monitoring Officer upon delivery to them of notification of the Member being first appointed to the Authority. Any subsequent revision to these Standing Orders shall be notified to each Member.



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

Working together to improve community safety

MEMBER/OFFICER PROTOCOL

Version History

Version	Date	Comments
1	September 2012	Original version
2	June 2023	Amendments approved by Fire Authority (Minute 80 of the 15 June 2023 meeting refers)
3	December 2024	Annual review (deferred from June 2024)

1. INTRODUCTION

- 1.1 The relationship between Members and Officers is essential to the successful working of Cambridgeshire and Peterborough Fire Authority and its service, Cambridgeshire Fire and Rescue Service (CFRS). This relationship is characterised by mutual respect, informality and trust. Members and employees feel free to speak to one another openly and honestly. Nothing in this Protocol is intended to change this relationship. Its purpose is rather to help Members and Officers perform effectively by giving guidance on their respective roles and expectations and on their relationship with each other. The Protocol also gives guidance on what to do on the rare occasions when things go wrong.
- 1.2 This protocol applies to Members of Cambridgeshire and Peterborough Fire Authority, including any co-opted Members and Officers of Cambridgeshire Fire and Rescue Service.
- 1.3 The Protocol is approved by the Fire Authority and responsibility for the operation of this Protocol lies with the Authority's Overview and Scrutiny Committee.
- 1.4 The Protocol must be read and operated in the context of any relevant legislation and national and local Codes of Conduct.

2. ROLES OF MEMBERS AND OFFICERS

Members

- 2.1 Members of the Fire Authority are appointed by Cambridgeshire County Council and Peterborough City Council and serve for as long as determined by those authorities.
- 2.2 The main areas of Member responsibility are to set the Fire Authority's budget, determine its policies, give it political leadership and to represent the Fire Authority externally. It is not the role of Members to involve themselves in the day-to-day management of the Service.

Chairs and Vice-Chairs

- 2.3 Chairs and Vice-Chairs of the Fire Authority, its Committees, Panels and Working Groups have additional responsibilities and their relationships with Officers may therefore differ from and be more complex than those of Members without those responsibilities. This is recognised in the expectations they are entitled to have.

Opposition Members

- 2.4 As individual Members of the Fire Authority, all Members have the same rights and obligations in their relationship with Officers and should be treated equally. Where however a political group forms an administration, either alone or in partnership with another group or groups, it is recognised that the relationship between Officers, particularly those at a senior level in the organisation and the administration may differ from that with opposition groups.

Officers

- 2.5 Officers are responsible for;
- 2.5.1 providing professional and technical advice to Members for their policy and decision-making functions,
 - 2.5.2 initiating policy proposals and implementing Members' decisions,
 - 2.5.3 the day-to-day effective and efficient management of the Authority's services,
 - 2.5.4 taking managerial and operational decisions in accordance with the Authority's schemes of delegation,
 - 2.5.5 implementing an agreed programme of public consultations and providing information regarding the Authority's services,
 - 2.5.6 ensuring the Authority acts lawfully and with financial propriety.
- 2.6 Certain employees, such as the Chief Fire Officer/Chief Executive Officer, the Monitoring Officer and the ~~Treasurer~~ Chief Financial Officer/(Section 151 Officer), have responsibilities in law over and above their obligations to the Fire Authority and its Members, which they must be allowed to discharge.

3. EXPECTATIONS

- 3.1 As a Member you can expect from Officers;
- 3.1.1 political neutrality, with a commitment to the Authority as a whole and not to any political group,
 - 3.1.2 awareness of and sensitivity to the political environment,
 - 3.1.3 integrity, mutual support and appropriate confidentiality,

- 3.1.4 professional behaviour and the performance of their duties effectively and efficiently,
- 3.1.5 proper support of Members' roles and responsibilities through effective training and development,
- 3.1.6 compliance with the CFRS Code of Conduct for all Employees.

3.2 As an Officer you can expect from Members;

- 3.2.1 political leadership, direction of policy and the overall allocation of the Authority's physical, financial and human resources,
- 3.2.2 integrity, mutual support and appropriate confidentiality,
- 3.2.3 respect for their political neutrality and not to be asked to undertake work of a party political nature or to do anything which would put them in difficulty in the event of a change in the political composition of the Authority,
- 3.2.4 awareness that their support cannot extend beyond providing information and advice in relation to matters of Fire Authority business nor beyond the bounds of whatever authority they have been given by their senior Officer,
- 3.2.5 no assumption that Officers are supportive of any policy or strategy developed because of their assistance in the formulation of that policy or strategy,
- 3.2.6 recognition of the Officer's action under delegated authority and the accountability of the Officer for that action,
- 3.2.7 clarity as to the involvement and role of Members in informal meetings,
- 3.2.8 that as a Member you will not make use of your position or relationship with Officers to advantage or disadvantage your personal interest or those of others or to influence decisions improperly,
- 3.2.9 to obtain agreement in advance from the Station Commander, or other senior Officer, to visit premises so as to avoid adverse impact on operational activities or planned training,
- 3.2.10 monitoring of the performance, development, continuity and overall well-being of the organisation,

3.2.11 that as a Member you will at all times comply with the Members Code of Conduct and with this Protocol.

4. LIMITATIONS ON BEHAVIOUR

4.1 As a Member you must;

4.1.1 have regard to any advice, guidance and training on your roles and responsibilities from the Overview and Scrutiny Committee and the Monitoring Officer;

4.2 With regard to your conduct, as a Member you must;

4.2.1 never do anything as a Member which cannot be justified to the public,

4.2.2 avoid at all times any occasion for suspicion and any appearance of improper conduct,

4.2.3 exercise personal responsibility (on receipt of advice from the Monitoring Officer or other appropriate senior Officer) in deciding whether you have an interest such that you should disclose it and if appropriate not take part in a discussion of, or vote on, the matter in question,

4.2.4 avoid too close a personal relationship with an Officer (unless steps have been taken to ensure that this is declared and recorded),

4.2.5 never seek to take unfair advantage of your position or seek to harass or exert undue influence over an Officer,

4.2.6 take care in statements made not to use immoderate or insensitive language nor inadvertently to become liable for defamation (although 'qualified privilege' may provide some limited protection in respect of statements at formal meetings) and to obtain legal advice if you are in doubt,

4.2.7 before disclosing confidential information of the Members' Code of Conduct, obtain advice from the Monitoring Officer on the application of the public interest test.

4.3 With regard to your involvement in the employment and appointment of Officers (where such involvement is permitted under the Authority's Standing Orders and Procedures, as a Member you must;

- 4.3.1 not let your political or personal preferences influence your judgement and not to participate where you may have a personal interest,
 - 4.3.2 not canvass the support of colleagues for any candidate and resist any attempt by others to canvass yours,
 - 4.3.3 not provide references in support of applications for employment by the Authority,
 - 4.3.4 not make vexatious or malicious complaints against Officers,
 - 4.3.5 not raise any comments on an Officer's performance except with the Chief Fire Officer/Chief Executive Officer.
- 4.4 With regard to access to and use of information as a Member you must;
- 4.4.1 only seek information from Officers which relates to the business of the Fire Authority and enables you to properly perform your functions as a Member on a need to know basis. Requests for such information will be made at Head of Service level or above or via Democratic Services, except in the case of routine information,
 - 4.4.2 establish a proper and specific reason for requesting to inspect confidential information and in the case of uncertainty refer the issue to the Monitoring Officer,
 - 4.4.3 only use the information for the purpose for which it was provided.
- 4.5 With regard to meetings as a Member you must;
- 4.5.1 show respect to Officers and not make personal attacks,
 - 4.5.2 ensure any criticism is constructive and well founded and allow Officers to explain what appears to be a performance failure or inconsistency.
- 4.6 With regard to your membership of the Committees and Sub-Committees, as a Member you must;
- 4.6.1 not seek, or accept, leadership/chairmanship/membership of the Committees or Sub-Committees if it would involve you disclosing an interest so often that your role would be significantly hampered or if it would be likely to weaken public confidence in the duty of the

Committees or Sub-Committees to work solely in the general public interest,

- 4.6.2 have due regard to Officers' professional advice in making reports,
 - 4.6.3 not require Officers to reduce options, withhold information or make recommendations they cannot professionally support,
 - 4.6.4 be accountable for the decision to delegate a function to an Officer and the way that the function is being carried out,
 - 4.6.5 seek, if necessary, professional advice from senior Officers and where appropriate from the Monitoring Officer, to satisfy yourself that you are clear exactly what you can and cannot do.
- 4.7 When asking Officers to advise a political group a Member must;
- 4.7.1 not ask for any such advice at group meetings unless an invitation is passed through the Chief Fire Officer/Chief Executive Officer and the meeting is attended only by Members of the Authority,
 - 4.7.2 not expect an Officer to make any recommendation to a political group unless it is in the interests of the Fire Authority as a whole,
 - 4.7.3 only expect an Officer attending a group meeting to provide advice on material facts and identification of options and merits for the Fire Authority and not with any political implications.
- 4.8 When directing or advising on publicity materials issued by the Authority, as a Member you must;
- 4.8.1 not seek party political advantage from influencing the timing or content of publicity material issued by the Authority,
 - 4.8.2 ensure that publicity material issued by the Authority is for legitimate purposes and complies with any Code of Practice as may apply to the issue of publicity.
- 4.9 When utilising any resources provided to you by the Authority, as a Member you must;
- 4.9.1 ensure that such resources are used only in connection with your duties as a Member of the Fire Authority,

- 4.9.2 take reasonable steps to safeguard any equipment or facilities which may have been provided to you in the course of your duties.

5. GIFTS AND HOSPITALITY

5.1 As a Member you must;

- 5.1.1 have regard to the Authority's approved guidance on the acceptance of gifts and hospitality,
- 5.1.2 treat with extreme caution any offer of a gift, favour, or hospitality that is made to you whether as a Member personally or as a representative on outside bodies,
- 5.1.3 ensure you avoid the risk of damage to the public confidence in the Authority arising from your acceptance of hospitality,
- 5.1.4 decline the offer of a gift or hospitality and report it to the Monitoring Officer where there is any suspicion that the offer might be made for an improper motive,
- 5.1.5 notify the Monitoring Officer within 28 days of any offer of any gift or hospitality, whether or not they accept that offer, which members of the public with knowledge of the relevant facts might reasonably regard as intended to influence the performance of your duties as a Member,
- 5.1.6 in the event of any gift or hospitality over the value of £25 being accepted, declare the gift or hospitality within 28 days in the Authority's Register of Gifts and Hospitality, held by the Monitoring Officer. Also any gifts from any person or body with a value in excess of £50 per annum, must be notified to the Monitoring Officer.

6. EXPENSES AND ALLOWANCES

6.1 As a Member you must;

- 6.1.1 scrupulously observe and comply with the rules permitting claims for expenses and allowances relating to the carrying out of your public duties.

7. INVOLVEMENT IN COMMERCIAL TRANSACTIONS

7.1 As a Member you must;

- 7.1.1 never enter into commercial transactions or negotiations on behalf of the Fire Authority unless you have been specifically authorised to do so,
- 7.1.2 never undertake commercial negotiations without appropriate Officers present,
- 7.1.3 ensure that the financial and probity interests of the Authority are protected,
- 7.1.4 ensure that decisions are based on complete and sound information and advice from appropriate professional staff,
- 7.1.5 ensure that decisions are in accordance with the Authority's agreed processes and standards,
- 7.1.6 not attend informal meetings between the commercial parties or their agents and Members or Officers where you have declarable interests,
- 7.1.7 ensure that the personal integrity of Members and Officers is protected,
- 7.1.8 maintain the confidentiality of commercial sensitivities to ensure the integrity of the competitive procurement process,
- 7.1.9 when acting individually with authority to bind the Fire Authority, ensure that the transaction is lawful and represents value for money through a written report and recommendations from relevant Officers.

8. PROCESSES RELATING TO QUASI-JUDICIAL BODIES

- 8.1 Bodies which have quasi-judicial functions are run on legal principles since they affect individuals' rights or applications of individuals and in effect a "hearing" will take place. Committees conducting appeals relating to employment, disciplinary or pensions matters or relating to Member conduct are likely to be conducted on these lines. It is important that the decision-making process, including the events that occur before the decision is made, are open and transparent and that the principles of natural justice are fully observed.
- 8.2 As a Member you must;

- 8.2.1 act impartially, independently and fairly to all parties at all times ensuring that issues are considered on an objective basis according to proper procedures,
- 8.2.2 record any events which may undermine or threaten your impartiality, or could be perceived as doing so,
- 8.2.3 seek advice as appropriate as to the law, procedures to be followed and all information relevant to the decision-making process,
- 8.2.4 where possible verify factual relevant evidence through documents and/or witnesses, relying on your own assessment of the reliability and credibility of the person giving evidence,
- 8.2.5 make available all evidence to each party allowing each party to fully present their case and ask questions as they feel necessary,
- 8.2.6 reach a decision based on the facts and merits,
- 8.2.7 give clear and fair reasons to support your decisions,
- 8.2.8 not take part or vote on an item if you have not familiarised yourself with the report and been present throughout consideration of the item.

9. PROVISION OF INFORMATION TO MEMBERS

- 9.1 Every Member has the right to information, explanation and advice reasonably required to enable them to perform their duties as a Member of the Fire Authority (the 'need to know') but not where;
 - 9.1.1 the information is primarily needed for a non-Fire Authority purpose,
 - 9.1.2 there is a conflict of interest,
 - 9.1.3 there is an overriding individual right of confidentiality, for example in an employment matter,
 - 9.1.4 the resources needed to supply the information would be unreasonable.
- 9.2 Members should direct initial requests for advice, information and Officer support to the Chief Fire Officer/Chief Executive Officer. Members need not state a "need to know" when requesting information. It may however be necessary to justify the request; mere curiosity alone does not create a "need to know". Any relevant interests should be declared at the time of the

request. If a Member is dissatisfied with a refusal, it should be discussed with the Chief Fire Officer/Chief Executive Officer. If, following that discussion, the Member is still dissatisfied, the Monitoring Officer may be asked to determine entitlement. Officers should not automatically assume that a Member has a “need to know” but the burden of showing a “need to know” is not high. If there is any doubt, then the Member should be asked to explain why they wish to see the document(s) and, in cases of doubt, the Monitoring Officer may be consulted. An Officer must seek clearance from the Chief Fire Officer/Chief Executive Officer before embarking on a significant amount of work to provide information.

- 9.3 Members are normally entitled to be given information on a confidential basis (i.e. the fact that the Member has requested, and been provided with, the information will be kept confidential by Officers), the exceptions being;
- 9.3.1 an overriding Fire Authority interest, for example protecting its legal and financial position,
 - 9.3.2 natural justice, for example giving an individual the chance to respond to allegations.

10. IF THINGS GO WRONG

Procedure for Officers

- 10.1 From time to time the relationship between Members and Officers may break down or become strained. Whilst it will always be preferable to resolve matters informally, through conciliation by a senior manager or Member, Officers will have final recourse to the Chief Fire Officer/Chief Executive Officer or to the Fire Authority’s Monitoring Officer, as appropriate to the circumstances.
- 10.2 In the event of a complaint being upheld, the Chief Fire Officer/Chief Executive Officer will advise the Chair of the Fire Authority and the appropriate Group Leader and decide on the course of action to be taken, following consultation with the Chair and Vice-Chair of the Overview and Scrutiny Committee and the Monitoring Officer.
- 10.3 If the concerned Officer believes that the behaviour of a Member or Members constitutes a breach of the Code of Conduct for Members, then it is also open to that Officer to make a complaint to the Overview and Scrutiny Committee. It is preferable however that all other courses of action have been exhausted before this step is taken.

Procedure for Members

- 10.4 In the event that a Member is dissatisfied with the conduct, behaviour or performance of an Officer, the matter should be raised with the Chief Fire Officer/Chief Executive Officer, unless the concern relates to that Officer, in which case the Deputy Chief Fire Officer should be approached. If the matter cannot be resolved informally, it will be dealt with through the Service's normal line management procedures and performance appraisal process. If the concern relates to the Chief Fire Officer/Chief Executive Officer then the issue will be raised with the Chair and Vice-Chair of the Fire Authority for resolution.

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

CODE OF CORPORATE GOVERNANCE

Version History

Version	Date	Comments
1	July 2005	Original document approved by FA
2	February 2022	
3	June 2023	Amendments approved by Fire Authority (Minute 80 of the 15 June 2023 meeting refers)
4	December 2024	Annual review (deferred from June 2024)

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DRAFT

1. Introduction

- 1.1 The Fire Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards as set out in the Authority's Constitutional documents, that public money is safeguarded and properly accounted for and used economically, efficiently and effectively. In discharging this accountability, Members and senior Officers are responsible for putting in place proper arrangements for the governance of the Fire Authority's affairs and the stewardship of the resources at its disposal. To this end, the Fire Authority has adopted this Code of Corporate Governance.
- 1.2 The Fire Authority will seek to ensure that the following principles underpin the operation of the Fire Authority in working for the people of Cambridgeshire and Peterborough;
 - 1.2.1 openness and inclusivity,
 - 1.2.2 accountability,
 - 1.2.3 integrity.
- 1.3 The Fire Authority in carrying out its business will seek to aspire to the standards and aspirations set out below under the following headings;
 - 1.3.1 community focus,
 - 1.3.2 service delivery arrangements,
 - 1.3.3 structure and processes,
 - 1.3.4 risk management and internal control,
 - 1.3.5 standards of conduct.

2. Community Focus

- 2.1 The Fire Authority in the exercise of its powers and duties will always seek to;
 - 2.1.1 work for and with local communities,
 - 2.1.2 demonstrate leadership where required,
 - 2.1.3 undertake an 'ambassadorial' role to promote the wellbeing of their area where appropriate.
 - 2.1.4 put in place arrangements for community engagement and consultation on key areas of service delivery affecting the local community.
- 2.2 The Fire Authority will maintain effective arrangements;
 - 2.2.1 for explicit accountability to stakeholders for the Authority's performance and its effectiveness in the delivery of services and the

sustainable use of resources,

2.2.2 to demonstrate integrity in the Authority's dealings in building effective relationships and partnerships with other public agencies and the private/voluntary sectors to demonstrate openness in all their dealings,

2.2.3 to demonstrate inclusivity by communicating, consulting and engaging with all sections of the community to encourage active participation,

2.2.4 to develop and articulate a clear and up-to-date vision and corporate strategy in response to community needs.

3. Service Delivery Arrangements

3.1 The Fire Authority will strive to achieve continuous improvement in all its services and that agreed policies are implemented and decisions carried out by maintaining arrangements which;

3.1.1 discharge the Fire Authority's accountability for service delivery at a local level,

3.1.2 ensure effectiveness through setting targets and measuring performance,

3.1.3 review risk and deploy resources appropriately,

3.1.4 review people and culture related issues emerging from national and local reviews.

3.1.54 demonstrate integrity in dealing with service users and developing partnerships to ensure the 'right' provision of services locally,

3.1.65 demonstrate openness and inclusivity through consulting with key stakeholders, including service users,

3.1.76 are flexible so that they can be kept up to date and adapted to accommodate change and meet user wishes.

4. Structures and Processes

4.1 The Fire Authority will establish effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation and will;

4.1.1 define the roles and responsibilities of Members and Officers to ensure accountability, clarity and good ordering of the Fire Authority's

business,

- 4.1.2 ensure that there is proper scrutiny and review of all aspects of performance and effectiveness, including people and culture
- 4.1.3 demonstrate integrity by ensuring a committee structure and scheme of delegation(s) that provides for checks and balances over decision making
- 4.1.4 document clearly such structures and processes and to ensure that they are communicated and understood to demonstrate openness and inclusivity,
- 4.1.5 ensure such structures and processes are kept up to date and adapted to accommodate change.
- 4.1.6 document decisions taken at delegated levels and publish urgent decisions taken outside the normal delegated arrangements.

5. Risk Management and Internal Control

- 5.1 The Fire Authority will establish and maintain a systematic strategy, framework and processes for managing risk which will;
 - 5.1.1 include making public statements to stakeholders on the Authority's risk management strategy, framework and processes to demonstrate accountability,
 - 5.1.2 include mechanisms for monitoring and reviewing effectiveness against agreed standards and targets and the operation of controls in practice,
 - 5.1.3 demonstrate integrity by having robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks,
 - 5.1.4 display openness and inclusivity by involving all those associated with planning and delivering services, including partners,
 - 5.1.5 include mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that changes in circumstances are accommodated and that it remains up to date.

6. Standards of Conduct

- 6.1 The Fire Authority believes that the Seven Principles of Public Life, also known as the Nolan Principles, of selflessness, integrity, objectivity, accountability, openness, honesty and leadership form the cornerstone of effective corporate governance and that the reputation of the Authority depends on the standards of behaviour of everyone in it, whether Members, employees or agents contracted to it.
- 6.2 The Fire Authority will aim to ensure that Members and senior Officers;
 - 6.2.1 exercise leadership by conducting themselves as role models for others within the Authority to follow,
 - 6.2.2 define the standards of personal behaviour that are expected from Members and staff and all those involved in service delivery.
- 6.3 Further, the Fire Authority will put in place arrangements to ensure;
 - 6.3.1 accountability, through establishing systems for investigating breaches of Officer and Member Codes of Conduct and Officer disciplinary issues and taking action where appropriate, including arrangements for redress,
 - 6.3.2 effectiveness in practice through monitoring their compliance,
 - 6.3.3 that objectivity and impartiality are maintained in all relationships to demonstrate integrity,
 - 6.3.4 that such standards are documented and clearly understood to display openness and inclusivity and are reviewed on a regular basis to ensure that they are kept up to date.

This Code of Corporate Governance is consistent with the principles and requirements set out in the publication, Delivering Good Governance in Local Government Framework 2016 CIPFA and SOLACE (the Framework)

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Fire Officer (DCFO) – Jon Anderson

PRESENTING OFFICER(S): Deputy Chief Fire Officer (DCFO) – Jon Anderson
Telephone 07711 444201
jon.anderson@cambsfire.gov.uk

DATE: 19 December 2024

ANNUAL GOVERNANCE STATEMENT 2023/24

1. Purpose

1.1 The purpose of this report is to provide the Fire Authority with an Annual Governance Statement (AGS) for 2023/24 for approval.

2. Recommendation

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

3. Risk Assessment

3.1 **Legal** – the Authority has a responsibility to comply with the Accounts and Audit Regulations 2015 (as amended), as well as having regard to the requirements of the Delivering Good Governance in Local Government Framework 2016 (CIPFA/SOLACE). The AGS sets out how we comply with the legislation and framework and identifies any areas for improvement in the coming year.

4. Background

4.1 The Accounts and Audit Regulations 2015 (as amended) set out requirements relating to the Authority's systems of internal control and the annual review and reporting of those systems.

4.2 The regulation requires all local authorities to have a sound system of internal control, which includes how risks are managed. Additionally, all local authorities must conduct a review of their internal control effectiveness at least annually. Following this review, the Authority must approve an AGS that accompanies the Statement of Accounts.

5. Governance

5.1 Governance is about doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance underpins good performance, stewardship of public money and public engagement; ultimately, good governance enables good outcomes for citizens and service users.

- 5.2 The CIPFA/SOLACE framework provides a structure on how local authorities approach governance and guidance on the structure and layout of an AGS which we have incorporated where appropriate in the production of Appendix 1.
- 5.3 The framework sets out the following governance requirements that an authority must ensure are in place;
- its policies are implemented in practice,
 - its values and ethical standards are met,
 - laws and regulations are complied with,
 - required processes are adhered to,
 - financial statements and other published information are accurate and reliable,
 - human, financial and other resources are managed effectively and efficiently,
 - high quality services are delivered efficiently and effectively.
- 5.4 In order to meet the framework, local authorities are expected to do the following;
- review the existing arrangements against the framework,
 - maintain a local code of governance including arrangements for ensuring its on-going application and effectiveness,
 - prepare an AGS in order to report publicly on the extent to which they comply with their own code on an annual basis, including how they have monitored the effectiveness of their governance arrangements in the year and on any planned changes in the next period.
- 5.5 In accordance with the current Cambridgeshire and Peterborough Fire Authority Terms of Reference the Overview and Scrutiny Committee, at its meeting on 9 October 2024, scrutinised the AGS and noted the issues that may affect governance of the Authority (Paragraph 5 of Appendix 1). The Members present then agreed to recommend external publication of the AGS to the Authority (Minute 101 of the Overview and Scrutiny Committee meeting on 9 October 2024 refers).

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
<p>Delivering Good Governance in Local Government Framework 2016 (CIPFA/SOLACE)</p> <p>Accounts and Audit Regulations 2015 (as amended)</p> <p>CIPFA Financial Management Code 2019</p> <p>CIPFA Bulletin 10</p> <p>Fire Authority and its Committees Minutes - various</p>	<p>Hinchingbrooke Cottage Brampton Road Huntingdon</p>	<p>Jon Anderson 01480 444619 jon.anderson@cambsfire.gov.uk</p>



ANNUAL GOVERNANCE STATEMENT 2023/24

1. Scope of Responsibility

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

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

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the Delivering Good Governance in Local Government Framework 2016 (CIPFA/SOLACE). A copy of the code is on our website at:

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

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

2. The Purpose of the Governance Framework

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

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

realised and the impact should they be realised and to manage them efficiently, effectively and economically. The governance framework has been in place at the Authority for the 12 months ending 31 March 2024 and the Head of Internal Audit opinion was:

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

3. The Governance Framework

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

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

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

- Having embedded arrangements for whistle blowing and for receiving and investigating complaints from the public.
- Ensuring the Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).
- A partnership strategy designed to ensure all partnership activities are appropriate and will contribute to the Authority's key objectives.
- Performance management reviews undertaken quarterly highlighting performance against the agreed targets.
- A system of internal control which comprises a network of policies, procedures, reports and processes. These arrangements clarify the Authority's vision, objectives, priorities, risk management arrangements, performance management processes and financial controls and aim to ensure compliance with relevant laws and regulations, internal policies and procedures and that expenditure is lawful.
- An integrated risk management strategy and framework that ensure effective management of strategic, programme and project risks.
- Identification of the Authority's business continuity function and responsibilities with regard to the Civil Contingencies Act and preparation of business continuity plans.
- Clear scheme of delegation that sets out the roles and responsibilities of the executive, non-executive, scrutiny and Officer functions together with protocols for effective communication.
- Arrangements for developing, communicating and embedding codes of conduct, defining standards of behaviour for Members and staff.
- The financial management of the Authority and the reporting of financial management to the Policy and Resources Committee.
- The performance management framework of the Authority and the reporting of performance management to the Overview and Scrutiny Committee. This receives regular performance indicator reports and undertakes the core functions of an audit committee, as identified in CIPFA's Audit Committees: Practical Guidance for Local Authorities and Police (2022).
- An internal quality assurance function that targets areas of risk and recommends improvement measures. This function also considers legislation compliance annually.
- Accreditation by the British Standards Institute for Business Continuity, Information Security, Health and Safety and Environmental Management.

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

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

4. Review of Effectiveness

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

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

The external auditor, Ernst and Young LLP, also reports and delivers plans and an annual letter to the Authority via the Policy and Resources Committee.

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

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

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

Progress made against Governance Issues identified in 2022/23

In their Annual Internal Audit Report 2022/23, dated 22 September 2023, RSM did not identify any significant issues which should be considered by the Authority for inclusion in this statement.

Significant Governance Issues for 2023/24

During the reporting period five assurance assignments were completed by RSM with positive assurance being taken from the reviews of key financial controls (implementation of the new finance system), procurement and medium-term financial planning,

Although RSM did not consider the issues raised within the following two areas were significant, the Service will take action to address the issues raised in their reporting.

- **Contaminants and staff health and safety** – this was an area known to require improvements as, at the start of the reporting period, the Service had not developed a strategy identifying its vision and aims in relation to contaminants and a comprehensive action plan had not been produced identifying the necessary short and medium term actions required to reduce the risk of contaminants. There were also gaps in provided training, assurance mechanisms for policy compliance and processes relating to employee medicals, PPE adjustments and health and safety reporting.
- **Estates utilisation** – although some data is being collated to help determine utilisation overall the Service could improve its data capture and processes to inform and improve the utilisation of the entire estate by both internal and external stakeholders.

5. Other Considerations

The Authority will continue to take action to deal with governance issues relating to:

- **Combined Fire Control** – following the decision by Suffolk Fire and Rescue Service (12 September 2023) to introduce their own standalone fire control centre, the Service continued to work with Systel (supplier) and on 12 September 2024 successfully went 'live' with the new mobilising system. At the time of writing the future of the collaboration remains unclear.
- **Culture** – the Authority is proud of the positive working culture within the Service which was recognised in our 2023 inspection report by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services who scored us 'Good'. Cognisant

of adverse publicity about culture elsewhere in the sector we have continued to work hard to promote the right values, ensuring fairness and promoting diversity.

- **Financial Climate** – we will continue to monitor the impact of pay awards and the general landscape updating our Financial Business Continuity Plan accordingly. The Authority has and will continue to lobby government regarding fairer funding formulas.
- **Sector Developments** – in early September 2024, the Panel in the Grenfell Tower Inquiry published its final report into the tragedy; the Service is currently reviewing the findings and will take any appropriate action necessary to ensure public safety. We will also continue to monitor the progress of central government consultations into fire sector reform.

6. Post Coronavirus (COVID-19) Pandemic Arrangements

The pandemic had a significant impact on the organisation, how it operated, its risk profile and associated activities. We will continue to review our working practices and use of resources.

In a changing local and national climate, the Authority remains flexible in its approach to operational resilience and arrangements to deal with service demand; the wellbeing of all staff remains of paramount importance.

7. Conclusion

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

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

Matthew Warren
Chief Fire Officer and Chief Executive Officer
Date: 19 December 2024

Councillor E Murphy
Chair Cambridgeshire and Peterborough Fire Authority
Date: 19 December 2024

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Chief Fire Officer/Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Chief Fire Officer/Chief Executive Officer
Matthew Warren
Telephone 07786 023436
matthew.warren@cambsfire.gov.uk

DATE: 19 December 2024

APPOINTMENT OF SECTION 151 OFFICER AND DEPUTY STATUTORY OFFICERS

1. Purpose

- 1.1 The purpose of this report is to recommend to the Authority the appointment of a new statutory Section 151 Officer and two deputy statutory officers, namely a Deputy Section 151 Officer and a Deputy Monitoring Officer.

2. Recommendations

- 2.1 The Authority is asked to approve the appointments of:

- Ursula Bird (ACMA) to the role of Section 151 Officer for the Fire Authority;
- Josh Muir to the role of Deputy Section 151 Officer for the Fire Authority;
- Tamsin Mirfin as Deputy Monitoring Officer for the Fire Authority.

3. Risk Assessment

- 3.1 **Legal** – the Service must ensure its statutory officer roles are independent of one another. This means that the Head of Paid Service, Section 151 Officer, and Monitoring Officer need to be fulfilled by separate people within the organisation. Further, the Section 151 Officer must be a fully qualified accountant to enable it to be meet the requirements of the statutory role.

4. Background and Interim Arrangements

- 4.1 On 1 July 2024, Matthew Warren was appointed to the role of Chief Fire Officer and Chief Executive Officer. This appointment meant that he could no longer fulfil the role of the Section 151 Officer as the law requires financial independence between it and the Head of Paid Service.
- 4.2 As stated in Paragraph 3.1 above, the Section 151 Officer must be a qualified accountant and Ursula Bird, the current Assistant Director Finance, was temporarily appointed to the role on 10 July 2024 under the Fire Authority Chair's urgency powers. All Members were notified by email of the Chair's decision in compliance with the Constitution.

5. The Role of the Section 151 Officer/Chief Financial Officer

5.1 The Chartered Institute of Public Finance (CIPFA) define the role of the Chief Financial Officer and highlight the elements required to fulfil the role. The full document can be accessed via the link within the bibliography at the end of this report but in summary the individual must:

- be a skilled professional;
- lead an effective and efficient finance function;
- ensure the financial health of the organisation;
- create an enabling culture to drive positive change;
- look outside of the organisation to explore wider context.

5.2 The current Assistant Director of Finance, Ursula Bird, is a highly experienced qualified Chartered Management Accountant who exhibits all the positive skills and values required to be a highly effective Chief Financial Officer.

5.3 Ursula has been Head of Finance for three years and during that time has introduced significant change to the finance function, creating a more efficient and highly effective function which resulted in the Service being recognised as 'outstanding' in the use of its resources in our last His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

5.4 In reality, whilst Ursula was not in the statutory officer role for the Authority before June, her entire role was focused on ensuring all legislation and statutory requirements were met. I have absolute confidence in recommending to the Authority that Ursula is appointed as the Authority's Section 151 Officer.

6. Deputy Statutory Officers

6.1 Whilst not a legal requirement, it is best practice to appoint deputy statutory officers to provide resilience in the event of absence or unavailability of the statutory officers. For this reason, in full agreement with the Monitoring Officer and temporary Section 151 Officer, it is recommended that:

- Joshua Muir, Finance Manager is appointed Deputy Section 151 Officer. Joshua is a skilled professional holding an ACCA accountant qualification. He has been with the Service for in excess of 10 years and has an in-depth knowledge of fire and rescue finance policies and procedures.
- Tamsin Mirfin, Assistant Director Service Transformation is appointed Deputy Monitoring Officer. Tamsin has a good grounding in governance framework and risk management. She has been working with the Monitoring Officer in the last few months and is considered a highly suitable deputy.

6.2 A commensurate allowance will be paid to the Section 151 Officer and the two deputy officers.

6.3 The Deputy Chief Fire Officer is recognised as the Deputy Head of Paid Service and would assume the statutory role in the absence of the Chief Fire Officer.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority and Committee Meeting Minutes – various CIPFA – The Role of the Chief Financial Officer in Public Service Organisations	Hinchingsbrooke Cottage Brampton Road Huntingdon https://www.cipfa.org/members/the-role-of-the-chief-financial-officer	Matthew Warren Chief Fire Officer/Chief Executive Officer 07786 023436 matthew.warren@cambsfire.gov.uk

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Laura Hutchcraft – Assistant Director People

PRESENTING OFFICER(S): Deputy Chief Fire Officer (DCFO) - Jon Anderson
Telephone 07711 444201
jon.anderson@cambsfire.gov.uk

DATE: 19 December 2024

EQUALITY, DIVERSITY AND INCLUSION COMPLIANCE REPORT 2023/24 (INCLUDING GENDER PAY GAP)

1. Purpose

1.1 The purpose of this report is to inform the Fire Authority about equality, diversity, and inclusion progress in the year 2023/24 and the gender pay gap as of March 2024. This annual Equality, Diversity and Inclusion Compliance Report ensures the Authority meets the requirements of equalities legislation.

2. Recommendations

2.1 The Authority is asked to:

2.1.1 note progress against equality, diversity, and inclusion objectives;

2.1.2 note the Gender Pay Gap data;

2.1.3 agree the content of the Equality, Diversity and Inclusion Compliance Report at Appendix 1 to this report;

2.1.4 approve publication of the Equality, Diversity and Inclusion Compliance Report subject to final design work and incorporation of appropriate images.

3. Risk Assessment

3.1 **Legal** - the public sector equality duty requires the Authority to have due regard to the need to;

- eliminate discrimination including harassment and victimisation,
- advance equality of opportunity between people who share a protected characteristic and those who do not,
- foster good relations between people who share a relevant protected characteristic and those who do not.

The specific regulations (2011) require the publication of information, at least annually, that demonstrates compliance with the public sector equality duty including information relating to employees and others affected by policy and procedures such as service users. The 2017 regulations additionally require public sector employers with more than 150 employees to publish information about any gender pay gap that exists. We achieve the publishing requirement by communicating this report to relevant partners and agencies and placing it on the Service website. In addition, the gender pay gap report will be published on the Gov.UK gender pay gap service pages.

- 3.2 **Political** - by reporting equality, diversity and inclusion trends and outcomes relevant to workforce and service delivery, the Authority can conduct its scrutiny role, ensuring positive outcomes for the most disadvantaged and vulnerable communities.
- 3.3 **Social** - by communicating our progress towards improved equality, diversity, and inclusion outcomes for communities, we aim to improve our engagement with disadvantaged and vulnerable groups. This in turn allows us to learn more about what they need from our services and how we can bring about positive outcomes for them.

4. **Summary Highlights**

- 4.1 Within the Service we monitor our equality, diversity, and inclusion data each quarter in our People Excellence Meetings to identify any trends, and if there are any process improvements we should consider. We also conduct equality impact assessments on any process or policy to consider the likely equalities impact.
- 4.2 We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture and have had an increase in the number of employees declaring a disability, the representation of black and ethnic minority employees and female managers since last year.
- 4.3 We have analysed the protected characteristics of the employees involved in disciplinary and grievance cases and are satisfied that there is no disproportionate impact.
- 4.4 The mean gender pay gap has continued to decrease to 7.47%, which is the lowest gap since reporting started in 2017. The decrease in our gender pay gap is due to the continued recruitment, development, and progression of our female employees across the organisation. We have more female managers, drivers, and returners from maternity leave. We are proud to be the ninth highest fire and rescue service for the overall number of female employees.
- 4.5 To ensure continuous improvement, we monitor our equality, diversity, and inclusion data at each stage of our recruitment process and review each quarter to identify any process improvements. Our project on talent, development and succession is launching in 2025 which will consider how we diversify our talent and progression within the Service. We have also recently

recruited the role of People Partner, Policy, Culture and Equality, Diversity, and Inclusion, who will lead and oversee the planned initiatives.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
<p>Cambridgeshire and Peterborough Fire Authority Community Risk Management Plan (CRMP) 2024 - 2029</p> <p>Equality Act 2010</p>	<p>Hinchingbrooke Cottage Brampton Road Huntingdon</p>	<p>Laura Hutchcraft Assistant Director - People 01480 444500 laura.hutchcraft@cambsfire.gov.uk</p> <p>Jon Anderson Deputy Chief Fire Officer 01480 07711 444201 jon.anderson@cambsfire.gov.uk</p>



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE

Equality, Diversity, and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
1 April 2023 – 31 March 2024
(Including Gender Pay Gap as of 31st March 2024)**

1. Glossary of Terms

2. Introduction

3. Progress on Equality, Diversity and Inclusion related objectives in IRMP 2020-2024

People Excellence

1. Culture and Leadership
2. Mental Health
3. Equality, Diversity and Inclusion
4. Development
5. PDRs (Performance and Development Reviews)
6. Succession Planning
7. Recruitment

Community Safety Excellence

8. Reducing Community Risk
9. Firebreak programme
10. Children and Young People
11. Business Seminars
12. Keeping the Community Safe and Well

Equality Impact Assessments

4. Workforce Data

5. Recruitment Data

6. Gender Pay Gap

Appendices:

1. Demography of Cambridgeshire and Peterborough - Census 2021
2. Cambridge City Level – Census 2021 District Breakdown
3. Peterborough Level – Census 2021 District Breakdown

1. Glossary of Terms

BSR	Building Safety Regulator
BESG	Battery Energy Storage Group
CFRS	Cambridgeshire Fire and Rescue Service
CPD	Continuous professional development
CRAG	Community Risk Awareness Group
CRMP	Community Risk Management Plan (was IRMP)
CYP	Children & Young People
ED&I	Equality, Diversity & Inclusion
EEAST	East of England Ambulance Service NHS Trust
ENEI	Employers Network for Equality & Inclusion
EQIA	Equality Impact Assessment
FRS	Fire and Rescue Service
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HR	Human Resources
HFSVs	Home Fire Safety Visits (was SAWs)
IRMP	Integrated Risk Management Plan (now CRMP)
LGA	Local Government Association
LGBT+	Lesbian, Gay, Bisexual and Transgender plus. Plus sign is for those who are part of the community but for whom LGBT does not accurately capture or reflect their identity.
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual plus.
NFCC	National Fire Chiefs Council
OPCC	Office of the Police and Crime Commissioner
PDR	Performance and Development Reviews
SAWs	Safe and Well visits (now HFSVs)
SOC	Serious Organised Crime

2.Introduction

This report aims to provide members of the public, service users, employees, Fire Authority, regulators, and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the [Public Sector Equality Duty](#) between April 2023 and March 2024 as required by the Equality Act 2010. The equality duty requires the Authority to:

Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010.	Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.	Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
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There are **nine protected characteristics** defined by the Equality Act 2010:

1. age
2. disability
3. race (including ethnicity, national origin, nationality, and colour)
4. gender reassignment
5. marriage or civil partnership
6. pregnancy or maternity and pregnancy
7. religion or belief
8. sex
9. sexual orientation

Under the specific duties of the Public Sector Equality Duty, we are required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our Equality, Diversity and Inclusion (ED&I) objectives are set within our IRMP (Integrated Risk Management Plan) 2020-2024.

Our ED&I objectives for 2020-2024 and progress against them are given below. It should be noted for context that during the reporting period (April 2023-March 2024) we were coming out of the pandemic and in a process of starting-activities up again during the cost of living and 'great resignation' challenges.

3. Progress on Equality, Diversity and Inclusion related objectives in IRMP 2020-2024

People Excellence

1. Continue work to develop our organisational culture and to enhance employee engagement.

We carried out an employee engagement survey in October 2022, presenting the outcomes to all colleagues in January 2023. The results showed an improvement in overall employee engagement of 9% compared to 2019 and an overall engagement score of 79%. In many areas we scored above the fire service sector benchmark used by the external provider. In May and June 2023, the insights were explored with managers in culture seminars and throughout the year the leadership team held workshops with our wholetime colleagues to listen to their views about a variety of topics in the engagement survey, including a women's development day.

In our wider culture journey work, we completed an ED&I maturity model self-assessment tool to reflect on our current work and identify next steps. The actions from this became part of our people plan. The maturity model tool was created by the NFCC in partnership with Deloitte.

We reviewed the HMICFRS spotlight report on culture that was published at the end of March 2023 and integrated the actions into our people excellence plan. The progress against these actions has been published on our website. We reviewed and completed gap analysis on other FRS' independent reports on culture and any agreed actions have been built into our people plan.

We had our third inspection and were graded good for promoting values and culture and promoting fairness and diversity.

We refreshed our Service values and behaviours in consultation with colleagues and with due consideration to the national code of ethics, through workshops and surveys we gathered feedback and modernised and simplified the language whilst keeping the core values that make our Service culture positive and inclusive.

We reviewed the channels in place should colleagues need to raise a concern, and in addition to the internal procedures we have in place to support colleagues, we introduced an external independent reporting line and have received positive feedback about its introduction in the event that colleagues may need to use it in the future.

We completed an annual ED&I benchmarking assessment with ENEI (employers' network for equality and inclusion) and are proud that we were given a silver award.

We reviewed our internal engagement channels post-pandemic to ensure that we have the most appropriate channels in place to give all managers and colleagues the opportunity to speak with the leadership team on a regular basis.

Using feedback from colleagues, we reviewed and relaunched our recognition channels to bring nominations into one simple process.

2. Develop and improve the ways in which we support the mental health and wellbeing of our employees.

A Psychological Wellbeing Practitioner has been appointed which has enabled the provision of low-level counselling within the Service. This continues to be supplemented by a contract with a provider for specialist counselling where required.

Online training courses continue to be delivered by the Fire Fighters Charity which are well received by colleagues.

Work is ongoing with our medical insurance provider to raise awareness of offerings available to colleagues to support their mental health and wellbeing.

We have started a project to review our post traumatic incident support for operational colleagues.

We reviewed how we can further support the wellbeing of colleagues who, due to our shift patterns, have secondary contracts of employment. We put in place an updated policy and procedure to give leaders greater visibility and oversight of total hours worked per person, including internal and external secondary contracts. This has enabled managers to have meaningful supportive wellbeing conversations.

3. Ongoing work to improve the diversity of our workforce.

We reviewed the latest Census data and updated our station community engagement dashboards for watches to focus their engagement activity on all groups in our community.

We created and launched an online community engagement forum to ask members of the community their views on a variety of topics and we received good interest and feedback through promotion of this on social media. We used this channel, as well as social media, local media and partner networks as part our CRMP 2024-29 risk consultation with the community and received feedback from over 1000 members of the community, from a diverse range of backgrounds. We will use information collected from the CRMP survey to enhance our external communicational channels for future communication about our services and recruitment.

We reviewed our provision for neurodiversity support for colleagues and put in place a new provider for specialist coaching and a process to engage further with Access to Work for enhanced advise and support, in addition to the existing neurodiversity support procedure. We reviewed our process to enhance collaboration between occupational health and our people team to provide holistic support. We worked with an external training provider to create a new workshop on managing neurodiversity at work that has been well attended.

In addition to the menopause workshops and risk assessment that we launched last year, we reviewed our menopause guidance and developed menopause training that is now being rolled out to all colleagues in the service. We reviewed our menopause support and

introduced more sanitary provisions and portable toilets on appliances for use at longer incidents. We have led the setting up a national network of menopause champions and secured agreement and support from the NFCC to hold a national Menopause in Fire conference which took place in September 2023 with excellent feedback.

4. Expand our programme of development activities to prepare employees for future roles and opportunities.

We developed a face-to-face training session for all managers in Inclusive Leadership with an external provider, the content was based on feedback from managers, our values and current case studies. This has been rolled out to all full-time managers and is now being delivered to On-Call managers. We also developed Values and Inclusion training sessions that are now being rolled out to all employees, which is focused on our inclusive values.

We reviewed and updated our safeguarding policies and introduced a new eLearning module for all employees and new starters.

We started a review of our training records system, which included a survey to all employees and meetings with stakeholder teams. This review had led to us starting a project to look at the options of how we improve our training records system, starting with the reporting of operational training.

We reviewed and relaunched our leadership development programmes including our Effective Leadership Programme with Hertfordshire and Bedfordshire FRSs and the NFCC Supervisory Leadership Development Programme.

5. Embed an understanding of the value of quality conversations to enhance personal performance and development.

We reviewed our approach to 360 feedback and researched a range of tools available, choosing one that is based on the FACET5 personality profile that nearly all employees have completed in previous years. The FACET5 360 tool for leaders and managers mitigates the bias found in more traditional 360 tools that only present the feedback against a standard leadership model. The new 360 is now being rolled out to all leaders and managers with the purpose of raising self-awareness and enhancing personal development.

We reviewed our suite of skills workshops, including a survey to all colleagues, to ensure that the topics being covered are current and meeting the needs of those who wish to develop in their current roles or for progression. We relaunched the new suite of workshops and they were well attended and received positive feedback.

We reviewed the content of our leavers conversation to ensure that it encourages a broad conversation about our culture and service delivery so that we can review the feedback from these conversations and identify any areas for improvement.

6. Strengthen our understanding of succession planning needs.

We reviewed the development portfolios we launched last year for Wholetime and Combined Fire Control progression from firefighter through to crew commander, watch commander and station commander, based on national operation guidance, our values and leadership attributes. We created the second version, based on feedback from colleagues, and relaunched them with the aim of continuing to support progression to meet our succession planning needs.

We reviewed our approach to talent and succession, including coaching and mentoring, and have scoped a project that will commence in the next CRMP year.

We took the opportunity to bring in three new apprentices across the Service, into Fleet and Digital Learning.

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

We have created a new attraction strategy for the Service, that includes promoting our good culture and approaches to ED&I. This initiative has now been scoped with stakeholders and the actions will continue into the new CRMP year. The aim is to remove any unnecessary barriers, perceived or process, to people joining the service.

We have created a pool of external assessors who have started to take part on interview panels for senior leadership roles. External assessors are people in our community who are in senior leadership roles outside of our Service, who can provide an independent view to the internal interview panels which mitigates unconscious bias.

We also refreshed our pool of community assessors for our wholetime recruitment assessment days. Community assessors come from a range of backgrounds and are given training in assessing so that they can provide an independent view to the internal interview panels which mitigates unconscious bias.

In our last wholetime campaign, in addition to our general information sessions and “have a go” days we also offered women only sessions to the community for positive action. Although these were attended, many female applicants did feedback that they preferred to attend mixed sessions as they felt this would be a more realistic experience of what the role would be like if they joined.

Community Safety Excellence

8. Reduce Community Risk - identify and reach those most at risk of fire.

Cambridgeshire Fire and Rescue Service has a vision of “a safe community where there are no preventable deaths or injuries in fires or other emergencies.” Fire incident and risk

information is analysed regularly to identify those who are at highest risk of being injured or killed in a fire or other emergency incident so the Service can plan and make appropriate interventions. We work with a range of partners to identify and share relevant data so we can target our services appropriately.

In November 2022, The Home Office published an in-depth review of fire-related fatalities and severe casualties in England 2010/11-2018/19. It makes the following points:

- A) From an age point of view, those aged 80 or older were four times more likely to die in a fire than the average general population.
- B) Males are more likely to be a severe casualty compared with females.
- C) The highest proportion of fatal fires were in households where a single person over pensionable age lived.
- D) Most victims had some level of overall impairment – physical impairments were the most prevalent (age related physical impairment, bedridden, eyesight, hearing, wheelchair/mobility chair user and oxygen dependency).

From a local and national point of view the analysis compels us to target those aged 80-years and over and living alone. We don't specifically target just males, but we are aware of the associated risk. We continue to collect data to evaluate and understand trends, alongside connecting with our partner agencies through referral pathways and data sharing agreements to identify high-risk areas. We have a suite of reports available to us through the Prevention dashboard. This allows us to focus our resources appropriately.

Impact of Accidental Primary Fires: April 2023 – March 2024

The number of accidental primary fires resulting in a fire casualty increased in 2023/24 with 50 accidental primary fires resulting in 76 fire casualties (including 9 fatalities) compared to 36 accidental primary fires in the previous year. Of the 50 accidental primary fires, 78% occurred in a home. Within the home, 54% of those injured were male and 22% were over 65. 53% of all casualties identified as White British, 15% White Other and 32% ethnicity not known.

9. Develop our Firebreak programme to support the safety, health and personal development of identified young people (CYP).

Last year we continued to deliver and evaluate our Fire Break offering to vulnerable young people. The introduction of the Serious Violence Duty, in which Fire are a specified duty holder, has led to us delivering two Fire Break courses using home office funding. These are specifically targeted at vulnerable young people at risk of knife crime and has involved us establishing fruitful new networks with diversionary teams in Peterborough. We have also included knife awareness in the CPD training received by our instructors delivering Fire Break. This allows them to better support young people in this vulnerable group.

10. Offer early intervention and positively influence children and younger people.

We continue to focus our early intervention efforts on Fire Break and Fire Setters. We also promote NFCC Staywise programme across our offerings and social media platforms. To reach reception and key stage one children, we have also developed a character called Jet the Dragon. Jet has been designed specifically to deliver safety messages to early learners.

To date, there have been four stories from Jet, covering general fire safety, inland water safety, coastal water safety and Halloween safety. Jet the Dragon also features on the Staywise virtual resource available nationally. We have also re-introduced safety zone which brings local schools and partners together to educate young children on subjects including emergency first aid, road and water and fire safety.

11. Support businesses to comply with regulation, and ultimately create safer places to live, work and visit.

We have continued to engage with businesses through seminars and webinars as well as targeting businesses that are more likely to have a fire in a non-domestic premises. The attendance at these events has not been as successful as in previous years. Therefore, moving forward we are looking to create digital videos and infographics to help support businesses with fire safety matters.

Days of action across the county have taken place regularly throughout the year to ensure non-domestic premises are compliant with the fire safety order. We will continue to work with the local authority building control and partners to ensure the built environment is safe for the public who may live, work or visit as well as the newly formed building safety regulator (BSR) that will oversee new planning applications and current tall buildings across the county. We also sit on the Police Serious Organised Crime group (SOC Fusion) which involves sharing of risk information and joint visits to disrupt criminal activities.

12. Effectively keep the community safe and well.

We continue to refine the use of partner data sets to target prevention activities to the most vulnerable in our community. Data sharing agreements with Anglian Water and NSR (hospital bed data) is allowing us to target vulnerable people better. Last year we did this on 84% of occasions. More intelligent use of data has also increased the times our crews are getting across the doorstep, up 76.4% from 70.2% from the previous year. Last year we delivered Safe and Well Visits (SAWs) to over **6445** vulnerable households compared with 6244 the previous year. We continue to improve the referral pathways used by our partners using our online home fire safety tool, Safelincs which is available on our website. Working in collaboration with FRSs across the region and with EEAST, we have also introduced two community welfare officers. Primarily responsible for responding to falls in the community, these resources funded by EEAST and hosted by CFRS, also undertake community safety activity supporting vulnerable people.

The table below shows the distribution of these by sex, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Characteristic		% Population	2022-23	2023-24	5-year average
Sex	Male	49.40%	39.30%	57.00%	41.30%
	Female	50.60%	60.50%	42.80%	58.60%
Age groups	Under 24	29.50%	1.50%	1.70%	1.70%
	25-39	21.20%	6.40%	6.10%	6.30%
	40-59	26.30%	10.10%	10.80%	9.70%
	60-74	14.80%	29.60%	33.00%	29.60%
	75 +	8.20%	52.40%	48.40%	52.70%
Ethnic Group	White	85.40%	94.90%	95.20%	95.80%
	Black, Asian, Minority Ethnic	14.60%	5.10%	4.80%	4.20%
Religion	No religion, belief	40.60%	28.10%	41.10%	22.60%
	Christian	45.40%	67.00%	55.40%	73.70%
	Muslim	4.50%	2.20%	1.70%	1.60%
	Other religions	2.20%	2.70%	0.80%	0.70%
Disability	Day to day activities limited	16.20%			
	Disability		55.20%	59.80%	56.30%

1 2021 Census

2 Each makes up

We continue to engage with developers and local authority to recommend the fitting of sprinklers where legislation does not require it. The plan is to deliver a sprinkler conference in 2024/25. With the introduction of new legislation and the forming of regional multi-disciplinary teams (who work for the BSR) there will be far better consultation when in scope buildings are being planned and designed allowing us to have a greater voice at an early stage of planning.

We have recruited a dedicated Community Road Safety Officer. This role is hosted by CFRS and funded by the Office of the Police and Crime Commissioner (OPCC). This partnership approach ensures the Police and FRS are aligned with the community casualty reduction focus set out by the OPCC, through the Vision Zero Road Safety Partnership. Our Road and Water Safety team have delivered several initiatives to the public, successfully delivering 20 Biker Down sessions to 200 members of the public and 'Be water aware' sessions to approximately 4,500 students in schools throughout Cambridgeshire and Peterborough, specifically to key stage 2 and 3 students.

Last year we supported the NFCC in the development of its Home Fire Safety Visit (HFSVs) and competency framework. Our intention in our new CRMP is to rebrand our existing Safe and Well visits to HFSV's and update the training all colleagues receive to align with the new offering. This will help us standardise and improve our HFSV delivery in line with the NFCC person centred framework. This will give us greater confidence in the HFSVs being delivered by our colleagues and allow us to effectively evaluate them. We continue to use the NFCC model of change to evaluate our Fire Break offering and are looking at new ways to improve how vulnerable young people engage with this.

We continue to use expertise from across the Service to help understand and reduce risk to our communities. The community risk awareness group (CRAG), continue to act as a conduit for managing complex risk information and ensures the correct actions are taken when existing risk sites are updated, or new ones are identified. We have also established a Battery Energy Storage Group (BESS). This is in recognition of the growing risk of sites within our county that are identified as using energy storage systems. We also continue to play an active role in partnership groups such as community safety partnerships, county safety advisory groups and the new high harm board. These include our role in the Local Resilience Forum where we have been working with partners and communities to build resilience through the use of the new www.cpprepared.org.uk website.

Equality Impact Assessments

We continued to complete Equality Impact Assessments (EQIA). Equality Impact Assessments are a way of systematically assessing the effects that a policy, project or decision is likely to have on different people within the Service and the community.

The process helps identify potential discrimination by analysing policies, projects, practices, processes, procedures, services, and decisions, to make sure they do not discriminate or disadvantage people and helps towards improving or promoting equality.

Carrying out Equality Impact Assessments helps us meet our legal duties as well as bringing a number of benefits. It helps us ensure that our decisions impact in a fair way, to make decisions based on evidence, to make decision-making more transparent and provides a platform for collaboration with the community and partners.

In this period Equality Impact Assessments were part of our usual ways of working while we delivered the project to improve the format and training.

Here are some examples of the EQIAs that were completed in this reporting period:

- Implementation of 4x4 vehicles
- Recruitment of Community Champions
- Neurodiversity Process and Support
- Working Time Regulations Policy
- Transporting Casualties Policy
- Estates Strategy
- Hoarding Intervention
- Effective Leadership Programme
- Creation of the CRMP
- Managers Guide to Managing Suicide Risk in the Workplace
- Phase One Wholetime training delivery in-house
- Potential On-Call rostering system

4. Workforce Data

One of the Service’s priority areas is to improve diversity of the workforce so that it better reflects the communities we serve and encourages diversity of thought in its culture.

To measure progress in this area we monitor employees’ protected characteristics from the start of the recruitment process and provide employees with the facility to input or update their equality details in the HR database on a self-service basis. Our aspiration is to see ongoing improvement in relation to applications from women and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor. Additionally, we would like to see more progression to managerial roles for women and ethnic minority employees.

Employee profile by role, protected characteristic and changes over the last 5 years are given below:

Head Count by Main Job						
Snapshot at Month Ending	Wholetime	OnCall	Ops Total	Control	Support	Total
Mar-20	241	175	416	42	143	601
Mar-21	260	170	430	44	156	630
Mar-22	241	175	416	44	149	609
Mar-23	248	191	439	42	145	626
Mar-24	248	189	437	38	149	624

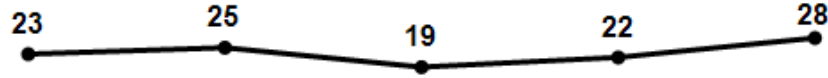
Guidance notes: The number of employees is calculated from the HR database and counts employees with a start date within a 12-month period over five consecutive years and records them in any of the four employee groups based on when the role started.

Commentary:

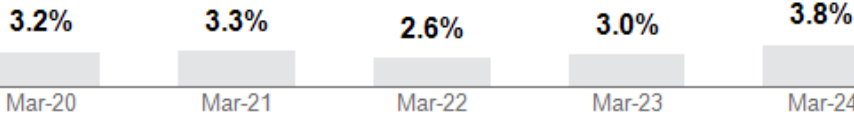
- As of 31st March 2024, we have 624 employees, a decrease from 626 overall in employment by main job from the previous year. The decreases have been in On-Call and Control.

Black and Minority Ethnic Employees

Total Number



% of Total



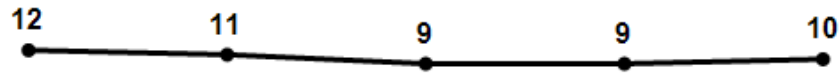
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	7	2.9%	5	2.0%	12	2.4%	1	2.4%	10	5.3%	11	4.8%	23	3.2%
Mar-21	6	2.3%	7	2.8%	13	2.5%	1	2.3%	11	5.5%	12	4.9%	25	3.3%
Mar-22	3	1.2%	5	2.0%	8	1.6%	1	2.3%	10	5.2%	11	4.6%	19	2.6%
Mar-23	4	1.6%	8	3.1%	12	2.4%	1	2.4%	9	4.6%	10	4.2%	22	3.0%
Mar-24	6	2.4%	11	4.5%	17	3.4%	1	2.6%	10	5.3%	11	4.8%	28	3.8%

Commentary:

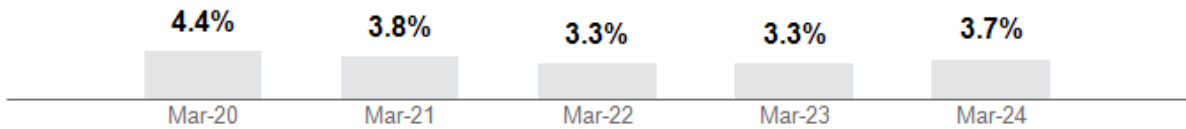
- Overall, there is an increase in black and minority ethnic employees since the decrease in 2022 which was then due to the pandemic and great resignation, however we have since started recruiting again. It is encouraging to see the increase in representation in Wholetime and On-Call. We monitor our ED&I data at each stage of our recruitment process and review each quarter to identify any process improvements we can make and plan community engagement activities e.g. targeted information sessions and have a go days. We also have an Inclusion Ambassador for ethnicity, race and nationality as well as an ethnicity working group. We support Black History Month every year by promoting national and local events and resources.
- Based on Census 2021 data, 14.6% of Cambridgeshire & Peterborough identify as black and minority ethnic. This has increased from 9.7% based on the previous 2011 Census.

Black and Minority Ethnic Managers

Total Number



% of Total



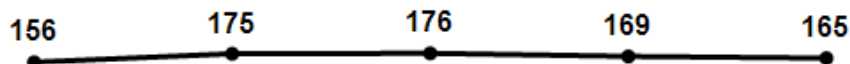
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	4	3.8%	2	2.5%	6	3.2%	0	0.0%	6	9.4%	6	7.0%	12	4.4%
Mar-21	3	2.7%	1	1.2%	4	2.1%	0	0.0%	7	10.1%	7	7.6%	11	3.8%
Mar-22	1	0.9%	1	1.3%	2	1.1%	0	0.0%	7	10.6%	7	8.0%	9	3.3%
Mar-23	1	1.0%	2	2.4%	3	1.6%	0	0.0%	6	9.2%	6	7.0%	9	3.3%
Mar-24	1	0.9%	2	2.6%	3	1.6%	0	0.0%	7	10.3%	7	8.0%	10	3.7%

Commentary:

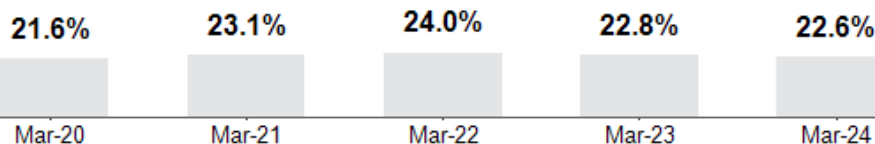
- Overall, there has been an increase in representation of black and minority ethnic managers since the previous decrease because of the great resignation.
- Our work on talent, development and succession will be reviewed and relaunched with a focus on ED&I and progression.

Female Employees

Total Number



% of Total

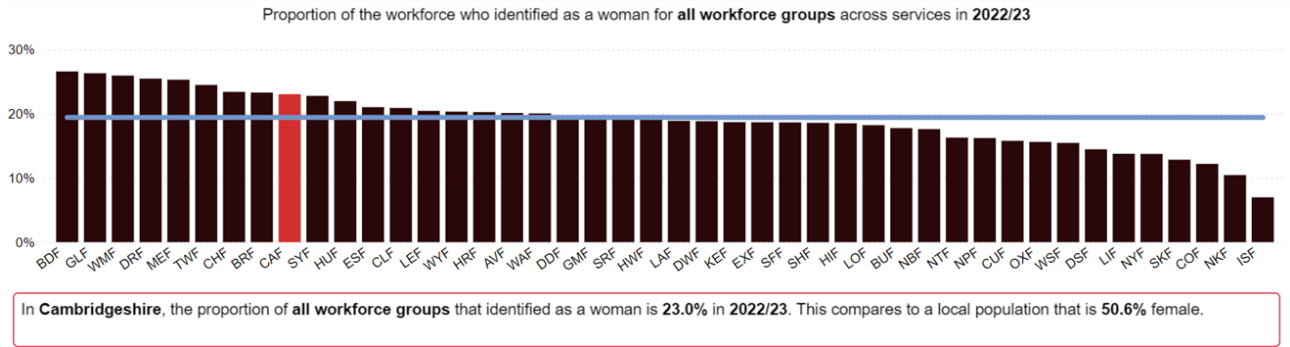


Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	17	7.0%	17	6.8%	34	6.9%	35	83.3%	87	46.5%	122	53.3%	156	21.6%
Mar-21	22	8.3%	18	7.3%	40	7.8%	36	81.8%	99	49.3%	135	55.1%	175	23.1%
Mar-22	19	7.8%	24	9.6%	43	8.7%	37	84.1%	96	49.7%	133	56.1%	176	24.0%
Mar-23	22	8.8%	19	7.5%	41	8.1%	35	83.3%	93	47.9%	128	54.2%	169	22.8%
Mar-24	23	9.0%	16	6.5%	39	7.8%	31	79.5%	95	50.0%	126	55.0%	165	22.6%

Commentary:

- Overall, there has been a decrease in the number of female employees since last year, however it is good to see that we have increased representation in Wholetime and Support.
- Across the sector, the number of female applicants for Firefighter roles were down in the last year compared to previous years. There has been much discussion if this national trend was linked to the increase in negative media about the culture in some services in the sector. We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.
- The Census 2021 data for Cambridgeshire and Peterborough is 50.58%, the representation in non-operational roles consistently exceeds this.
- In the sector nationally, the proportion of female operation firefighters is 8.2%. We are aligned against the national figure in Wholetime and aim to continuously improve this as we recruit.
- We are the 9th highest fire and rescue service for the overall number of female employees. See graph below, in red CAF = Cambridgeshire Fire and Rescue.

Proportion of the workforce who identified as a woman



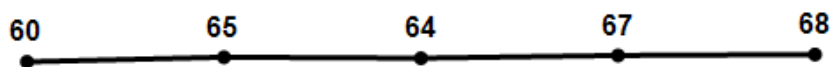
Our Female Operational working group is chaired by a female Wholetime Watch Commander. The group meets on a regular basis to ensure the views of all our operational female firefighters are heard and that issues are listened to by the relevant areas. This includes but is not limited to the following topics:

- Uniform/PPE
- Fitness (in particular following pregnancy)
- Menopause
- Sanitary and welfare provision
- Fertility treatment support
- Development and progression, including Women in the Fire Service opportunities.

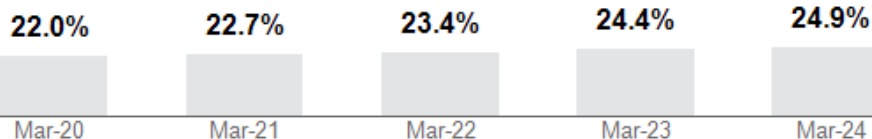
In addition to the menopause workshops and risk assessment that we launched last year, we reviewed our menopause guidance and developed menopause training that is now being rolled out to all colleagues in the service. We reviewed our menopause support and introduced more sanitary provisions and portable toilets on appliances for use at longer incidents. We have led the setting up a national network of menopause champions and secured agreement and support from the NFCC to hold a national Menopause in Fire conference which took place in September 2023 with excellent feedback.

Female Managers

Total Number



% of Total



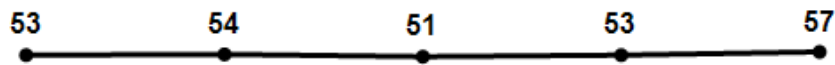
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	3	2.8%	2	2.5%	5	2.7%	18	82%	37	57.8%	55	64.0%	60	22.0%
Mar-21	6	5.5%	2	2.4%	8	4.1%	18	78%	39	56.5%	57	62.0%	65	22.7%
Mar-22	5	4.7%	4	5.0%	9	4.8%	17	81%	38	57.6%	55	63.2%	64	23.4%
Mar-23	7	6.7%	4	4.8%	11	5.8%	17	81%	39	60.0%	56	65.1%	67	24.4%
Mar-24	8	7.4%	4	5.1%	12	6.5%	16	84%	40	58.8%	56	64.4%	68	24.9%

Commentary:

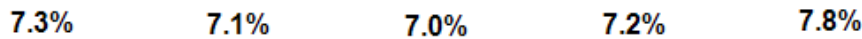
- Overall, we have 68 female managers, an increase of 8 in 5 years.
- It is good to see the increase again this year in Wholetime through internal progression.
- Our work on talent, development and succession will be reviewed and relaunched with a focus on ED&I and progression.

Employees declaring a Disability

Total Number



% of Total



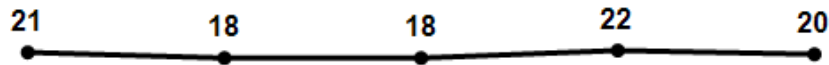
Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	24	9.9%	4	1.6%	28	5.7%	4	10%	21	11.2%	25	10.9%	53	7.3%
Mar-21	24	9.1%	4	1.6%	28	5.5%	4	9%	22	10.9%	26	10.6%	54	7.1%
Mar-22	21	8.6%	5	2.0%	26	5.3%	4	9%	21	10.9%	25	10.5%	51	7.0%
Mar-23	22	8.8%	6	2.4%	28	5.5%	4	10%	21	10.8%	25	10.6%	53	7.2%
Mar-24	22	8.6%	9	3.7%	31	6.2%	4	10%	22	11.6%	26	11.4%	57	7.8%

Commentary:

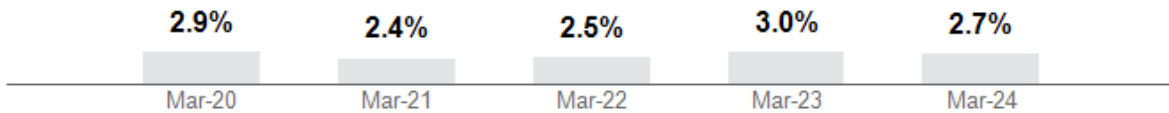
- Overall, there has been an increase in employees declaring a disability.
- Efforts to improve recruitment are focused on meeting the commitment of the “Disability Confident” scheme. This is a government scheme to encourage and keep disabled people in work and we have level 2 accreditation.
- Disability includes mental health and neurodiversity. We have put a process in place for operational and non-operational recruitment, where candidates are encouraged to share any neurodiversity with the recruitment team to explore reasonable adjustments during the recruitment process.
- Our neurodiversity support process continues for employees, through the People and Occupational Health teams, with external suppliers in place for neurodiversity diagnosis assessments and specialist coaching. We continue to partner with Access to Work for workplace needs assessments and funding.
- We have a Neurodiversity working group and an Inclusion Ambassador for Neurodiversity.
- We regularly promote the wellbeing support on offer for colleagues, through Occupational Health, our EAP, mindset modules, new counsellor and the firefighter’s charity.

Employees declaring an Other Religion or Belief

Total Number



% of Total

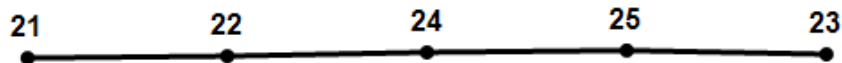


Commentary:

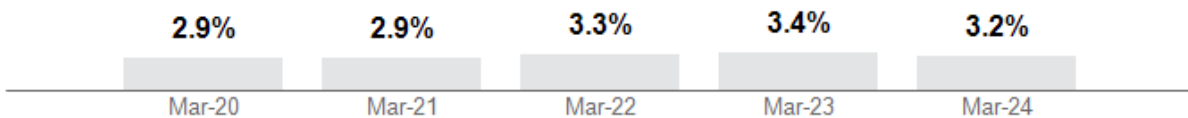
- Overall, there is a decrease in employees self-declaring another Religion or Belief since last year.
- There is a trend nationally attributed to be a reflection that society is more agnostic/atheist. Census 2021 data shows that "No religion/No response" was the second most common response and increased by 12%. Top response was Christian, which decreased 13.1%.

Employees who identify as Lesbian, Gay or Bisexual

Total Number



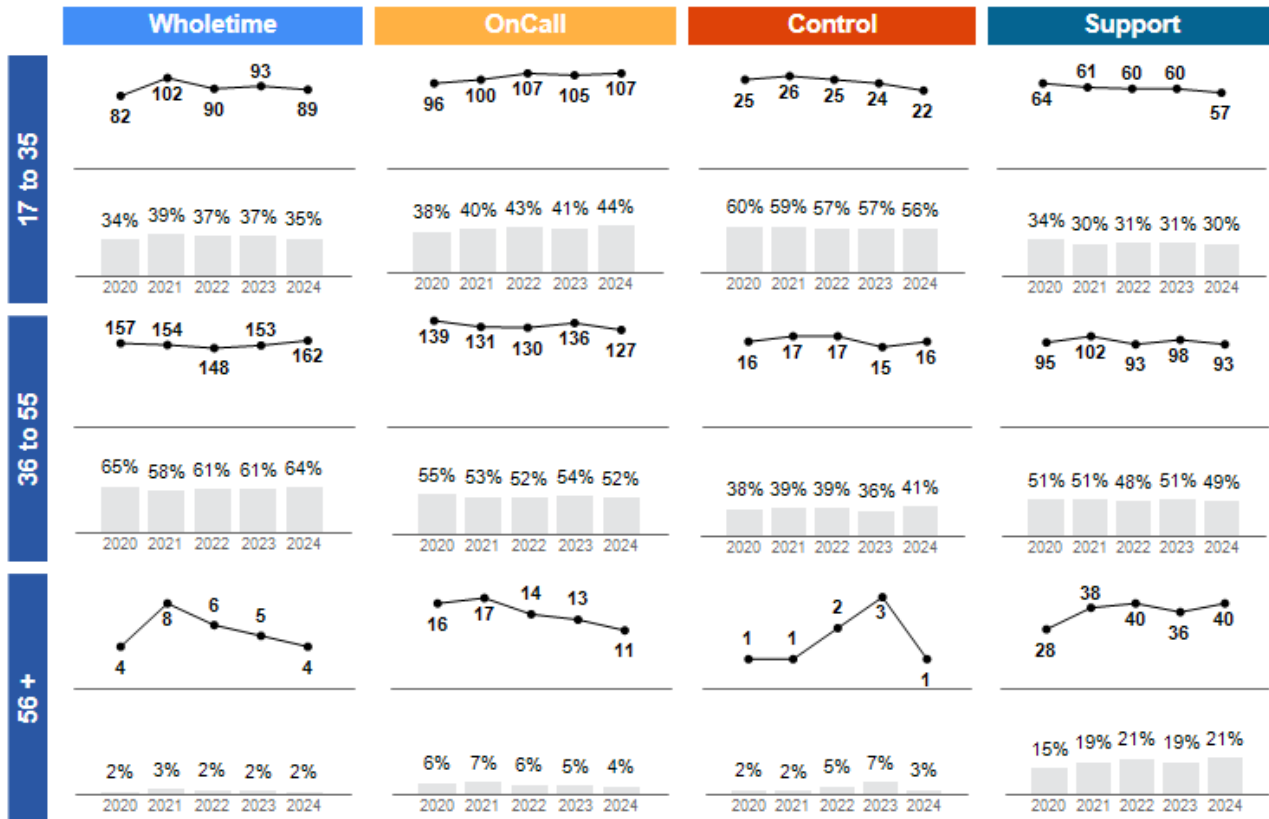
% of Total



Commentary:

- Overall, there has been a decrease in the declarations of employees who identify as Lesbian, Gay or Bisexual.
- We attended Pride in Cambridge and flew the Pride progress flags at our sites with flagpoles during June.
- We have an Inclusion Ambassador for LGBTQIA+ who supports employees and regularly promotes resources and campaigns, for example LGBT+ History Month.
- We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.

Age Profile

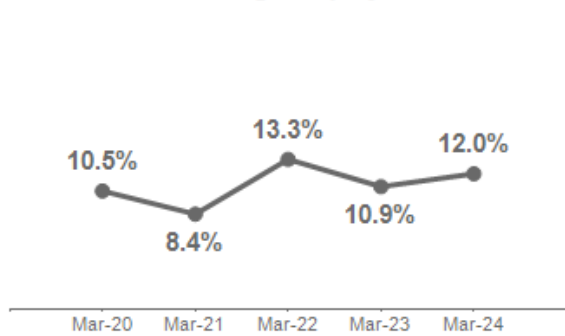


Commentary:

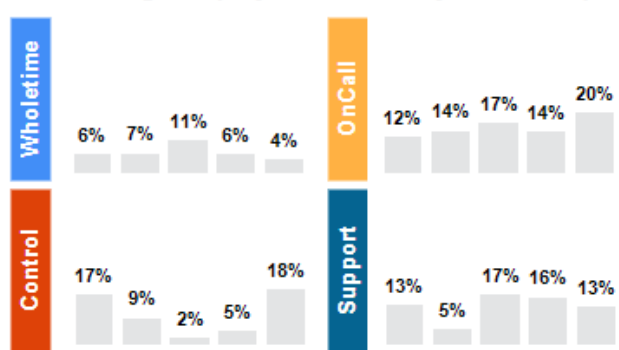
- Overall, the percentage by age group has stayed relatively consistent over time.
- With the exception on Control, the Age Profile of the workforce is most populated in the 36-55 age bracket.
- 56% of the workforce in Control is in the 17-35 age bracket.

Employee Turnover

Overall Percentage Employee Turnover



Percentage Employee Turnover by Main Group



Head Count by Main Job

Snapshot at	Wholetime	OnCall	Control	Support	Total
Mar-20	241	175	42	143	601
Mar-21	260	170	44	156	630
Mar-22	241	175	44	149	609
Mar-23	248	191	42	145	626
Mar-24	248	189	38	149	624

based on the number of people by employee group -- a person is allocated to one employee group only --

Number of Leavers by Main Job

Year Ending	Wholetime	OnCall	Control	Support	Total
Mar-20	15	21	7	19	63
Mar-21	17	24	4	8	53
Mar-22	26	29	1	25	81
Mar-23	16	26	2	23	68
Mar-24	11	38	7	19	75

based on the number of people by employee group -- a person is allocated to one employee group only --

Commentary:

- In 2020-21 there was a significant retention of the workforce. This was due to the COVID-19 pandemic and the restrictions that were enforced during this period.
- In 2021-22 the COVID-19 pandemic restrictions were lifted resulting in a global great resignation where the natural turnover that was held during the pandemic then happened. Along with other post-pandemic life changes, we can see the impact in professional support, On-Call and Control turnover. Overall, the great resignation, as tracked by the Office for National Statistics, is now declining and our professional support turnover and recruitment is more stable.

3. Vacancies for December 2023 to February 2024

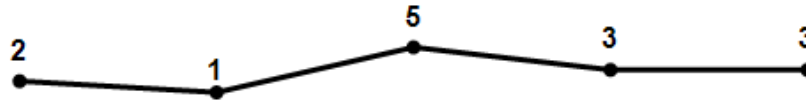
Figure 1: The estimated number of vacancies fell on the quarter to 908,000

Number of vacancies in the UK, seasonally adjusted, December 2004 to February 2005 to December 2023 to February 2024

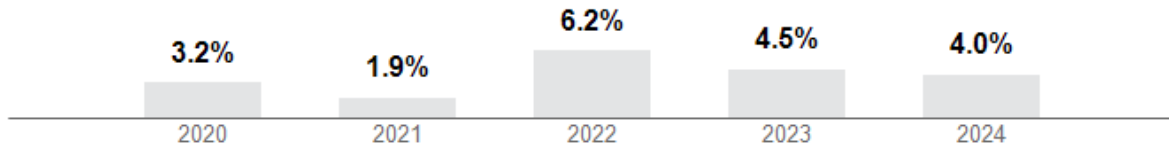


Black and Minority Ethnic Leavers

Total Number



% of Total



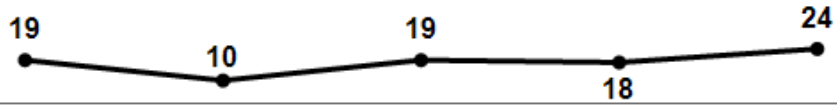
Rolling 12 months	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	10.5%	2	7.7%	2	3.2%
Mar-21	1	5.9%	0	0.0%	1	2.4%	0	0.0%	0	0.0%	0	0.0%	1	1.9%
Mar-22	3	11.5%	0	0.0%	3	5.5%	0	0.0%	2	8.0%	2	7.7%	5	6.2%
Mar-23	1	6.3%	0	0.0%	1	2.4%	0	0.0%	2	8.7%	2	8.0%	3	4.5%
Mar-24	0	0.0%	1	2.6%	1	2.0%	0	0.0%	2	10.5%	2	7.7%	3	4.0%

Commentary:

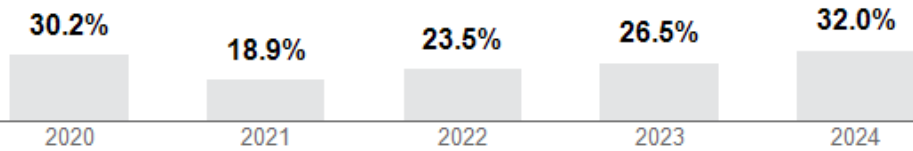
- Overall, there were three black and minority ethnic leavers in the last year, two from support and one from On-call. This is the same as the previous year.
- The great resignation has played a part in our turnover and this now looks to be slowing down.
- We have an ethnicity working group led by the Inclusion Ambassador for Ethnicity, Race and Nationality.
- Exit data is sought from all leavers through a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics, the review for this period did not raise any concerning topics.

Female Leavers

Total Number



% of Total



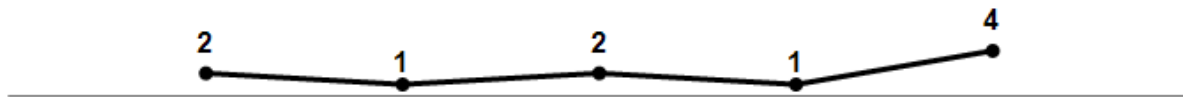
Rolling 12 months	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	1	6.7%	5	23.8%	6	16.7%	6	85.7%	7	36.8%	13	50.0%	19	30.2%
Mar-21	0	0.0%	2	8.3%	2	4.9%	2	50.0%	6	75.0%	8	66.7%	10	18.9%
Mar-22	3	11.5%	0	0.0%	3	5.5%	0	0.0%	16	64.0%	16	61.5%	19	23.5%
Mar-23	0	0.0%	6	23.1%	6	14.3%	2	100.0%	10	43.5%	12	48.0%	18	26.5%
Mar-24	1	9.1%	3	7.9%	4	8.2%	6	85.7%	14	73.7%	20	76.9%	24	32.0%

Commentary:

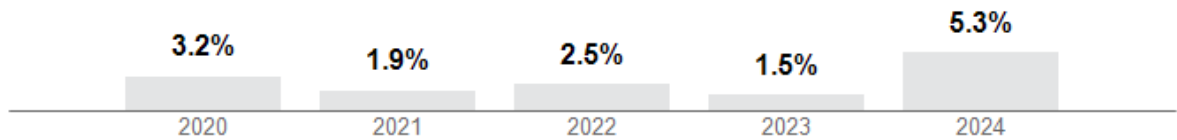
- Overall, there were 24 female leavers in the last year, an increase on the previous year.
- The great resignation has played a part in our turnover and this now looks to be slowing down.
- Exit data is sought from all leavers through a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics, the review for this period did not raise any concerning topics.

Leavers who identify as Gay, Lesbian or Bisexual

Total Number



% of Total



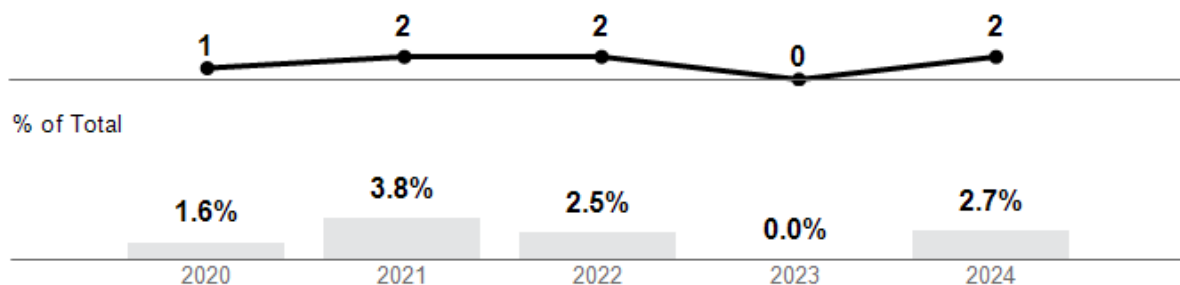
Rolling 12 months Ending	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-20	1	6.7%	0	0.0%	1	2.8%	0	0.0%	1	5.3%	1	3.8%	2	3.2%
Mar-21	0	0.0%	0	0.0%	0	0.0%	1	25.0%	0	0.0%	1	8.3%	1	1.9%
Mar-22	0	0.0%	1	3.4%	1	1.8%	0	0.0%	1	4.0%	1	3.8%	2	2.5%
Mar-23	0	0.0%	1	3.8%	1	2.4%	0	0.0%	0	0.0%	0	0.0%	1	1.5%
Mar-24	1	9.1%	1	2.6%	2	4.1%	0	0.0%	2	10.5%	2	7.7%	4	5.3%

Commentary:

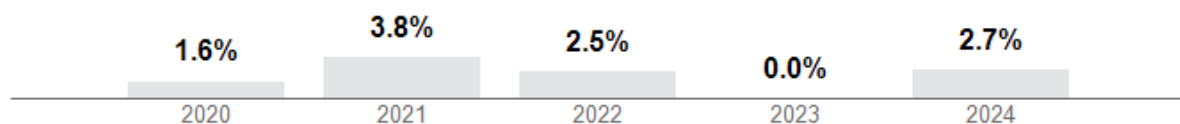
- Overall, there were four leavers who identify as Gay, Lesbian or Bisexual.
- The great resignation has played a part in our turnover and this now looks to be slowing down.
- Exit data is sought from all leavers through a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics, the review for this period did not raise any concerning topics.

Leavers declaring an Other Religion or Belief

Total Number



% of Total

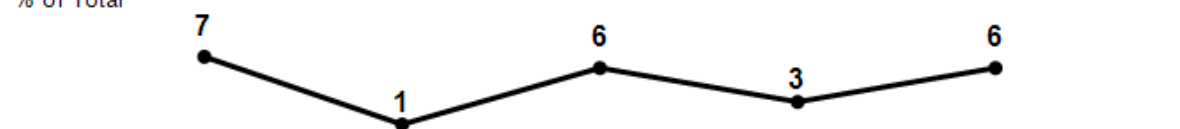


Commentary:

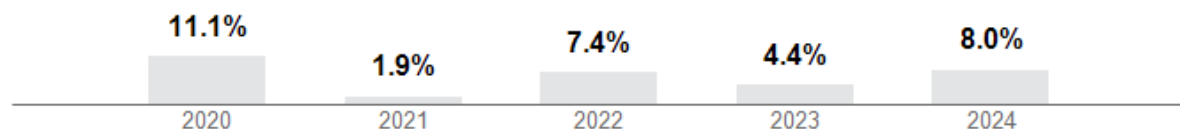
- Overall, there were two leavers who declared an other religion or belief.
- The great resignation has played a part in our turnover and this now looks to be slowing down.
- Exit data is sought from all leavers through a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics, the review for this period did not raise any concerning topics.

Leavers sharing a Disability

% of Total



Total Number



Commentary:

- Overall, six leavers had declared a disability.
- The great resignation has played a part in our turnover and this now looks to be slowing down.
- Exit data is sought from all leavers through a questionnaire and / or an exit conversation, and this is closely monitored to identify any trends or patterns. This includes close monitoring of the exit data for those with different protected characteristics, the review for this period did not raise any concerning topics.

Return to work after maternity leave

We had 6 employees on maternity leave during the period, and 4 of these employees have since returned to work.

Discipline and capability cases

Cases	Informal Outcome					First Formal Warning					Final Formal Warning					Dismissal				
	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24	19/20	20/21	21/22	22/23	23/24
Total Numbers	11	4	6	13	10	3	2	1	4	7	0	0	0	1	1	3	1	0	2	1
Availability & attendance	4	1	1	2	5	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Failure to comply with policy	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dishonesty	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
Inappropriate Behaviour	0	3	3	6	3	1	0	0	0	5	0	0	0	1	0	0	0	0	1	1
Driving	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capability	5	0	1	3	1	2	1	1	3	2	0	0	0	0	1	0	0	0	0	0
Probation	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0

We have analysed the protected characteristics of the employees involved in the disciplinary and grievance cases and are satisfied that there is no disproportionate impact.

Grievance Cases	19/20		20/21		21/22		22/23		23/24	
	Total Numbers	Outcomes	Total Numbers	Outcomes	Total Numbers	Outcomes	Total Numbers	Outcomes	Total Numbers	Outcomes
Process	8	0 Upheld 1 partially upheld 0 not upheld 5 informally resolved	12	0 Upheld 0 partially upheld 1 not upheld 2 informally resolved	2	0 Upheld 0 partially upheld 1 not upheld 0 informally resolved	9	0 Upheld 0 partially upheld 1 not upheld 0 informally resolved	7	0 Upheld 1 partially upheld 2 not upheld 1 informally resolved
Bullying	0	0 Upheld 0 partially upheld 0 not upheld 0 informally resolved	1	0 Upheld 0 partially upheld 1 not upheld 0 informally resolved	0	0 Upheld 0 partially upheld 0 not upheld 0 informally resolved	2	0 Upheld 0 partially upheld 1 not upheld 1 informally resolved	3	0 Upheld 3 partially upheld 0 not upheld 0 informally resolved
Health & Safety	0	0 Upheld 0 partially upheld 0 not upheld 0 informally resolved	7	0 Upheld 2 partially upheld 4 not upheld 1 informally resolved	0	0 Upheld 0 partially upheld 0 not upheld 0 informally resolved	0	0 Upheld 0 partially upheld 0 not upheld 0 informally resolved	0	0 Upheld 0 partially upheld 0 not upheld 0 informally resolved
Unfair Treatment	2	0 Upheld 1 partially upheld 1 not upheld 0 informally resolved	1	0 Upheld 0 partially upheld 0 not upheld 1 informally resolved	1	0 Upheld 0 partially upheld 0 not upheld 1 informally resolved	4	0 Upheld 0 partially upheld 0 not upheld 1 informally resolved	0	0 Upheld 0 partially upheld 0 not upheld 4 informally resolved

5. Recruitment Data

The following tables and graphs show the number of applicants and successful recruits for all employee groups.

Selection Standards

Panels of short listers and assessors undergo assessor training. Application forms are shortlisted anonymously with personal details and diversity information removed before assessors receive them.

Total number of Applicants and Recruits



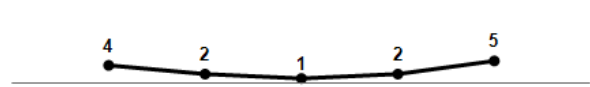
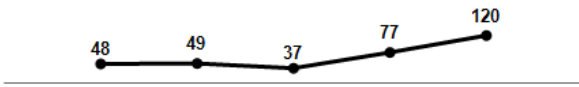
Applicants						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-20	259	185	444	115	179	738
Mar-21	124	209	333	1	343	677
Mar-22	0	145	145	0	195	340
Mar-23	0	225	225	0	578	803
Mar-24	319	96	415	0	736	1151

Recruits						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-20	7	33	40	5	17	62
Mar-21	24	22	46	7	21	74
Mar-22	0	34	34	0	18	52
Mar-23	11	40	51	0	18	69
Mar-24	6	37	43	1	21	65

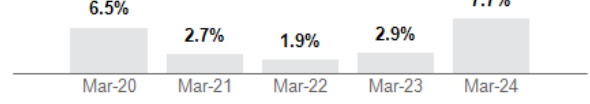
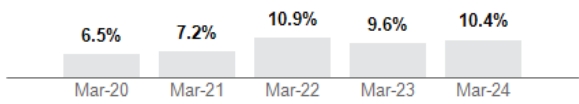
In this reporting period we ran a Wholetime recruitment campaign and had professional support recruitment to backfill leavers, which accounts for the overall number of applicants being higher than the previous years. Wholetime recruits are then placed on a waitlist and we brought in six in the reporting period. On-Call recruitment continued however applicant numbers decreased.

People with a Black and Minority Ethnic Background

Total Number



% of Total



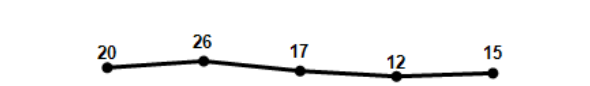
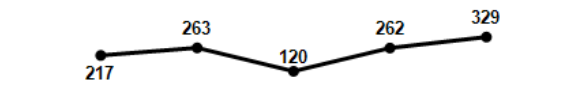
Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-20	6	2.3%	15	8.1%	21	4.7%	15	13.0%	12	6.7%
Mar-21	10	8.1%	12	5.7%	22	6.6%	0	0.0%	27	7.9%
Mar-22	0	0.0%	12	8.3%	12	8.3%	0	0.0%	25	12.8%
Mar-23	0	0.0%	18	8.0%	18	8.0%	0	0.0%	59	10.2%
Mar-24	28	8.8%	8	8.3%	36	8.7%	0	0.0%	84	11.4%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-20	1	14.3%	1	3.0%	2	5.0%	1	20.0%	1	5.9%
Mar-21	0	0.0%	1	4.5%	1	2.2%	0	0.0%	1	4.8%
Mar-22	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.6%
Mar-23	0	0.0%	1	2.5%	1	2.0%	0	0.0%	1	5.6%
Mar-24	1	16.7%	4	10.8%	5	11.6%	0	0.0%	0	0.0%

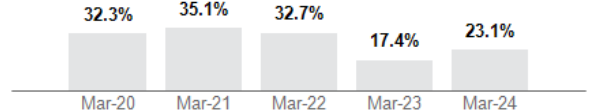
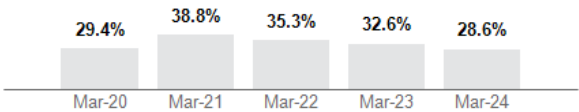
The number of applications from black and minority ethnic candidates has improved since last year, in Wholetime and Professional Support where we have been recruiting and the number of recruits in On-Call increased. Wholetime recruits are then placed on a waitlist, and we brought in six in the reporting period. We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.

Female Applicants and Recruits

Total Number



% of Total



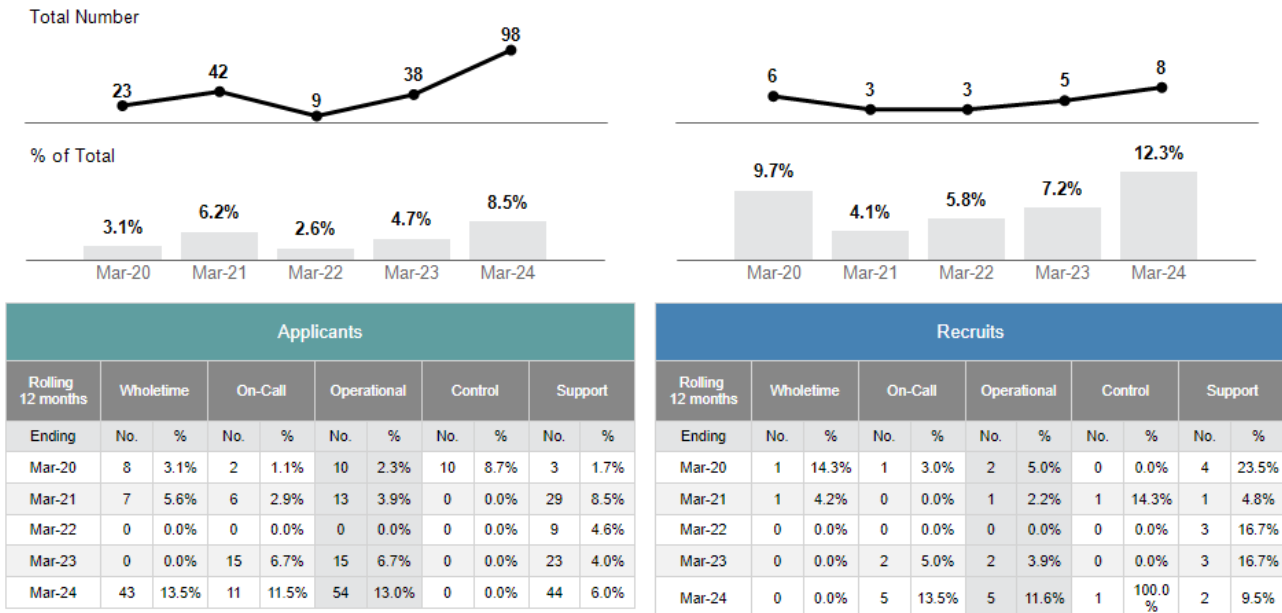
Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-20	31	12%	28	15%	59	13%	68	59%	90	50%
Mar-21	22	18%	29	14%	51	15%	1	100%	211	62%
Mar-22	0	0%	22	15%	22	15%	0	0%	98	50%
Mar-23	0	0%	29	13%	29	13%	0	0%	233	40%
Mar-24	30	9%	19	20%	49	12%	0	0%	280	38%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-20	0	0%	6	18%	6	15%	5	100%	9	53%
Mar-21	3	13%	3	14%	6	13%	4	57%	16	76%
Mar-22	0	0%	5	15%	5	15%	0	100%	12	67%
Mar-23	2	18%	1	3%	3	6%	0	100%	9	50%
Mar-24	0	0%	0	3%	0	2%	1	100%	14	67%

The number of applications from female candidates has improved since last year, in Wholetime and Professional Support where we have been recruiting. Wholetime recruits

are then placed on a waitlist, and we brought in six in the reporting period. However, the number of female recruits into On-Call is unfortunately low. We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.

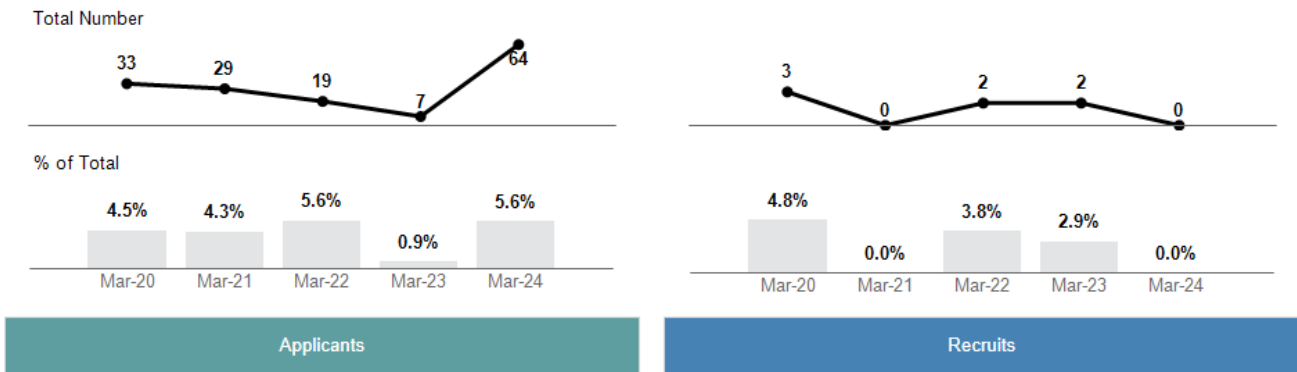
People sharing a Disability



The number of applications from candidates sharing a disability has improved since last year, in Wholetime and Professional Support where we have been recruiting and the number of recruits in On-Call increased. Wholetime recruits are then placed on a waitlist, and we brought in six in the reporting period. We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.

Efforts to improve recruitment are focused on meeting the commitment of the "Disability Confident" scheme. This is a government scheme to encourage and keep disabled people in work and we have level 2 accreditation.

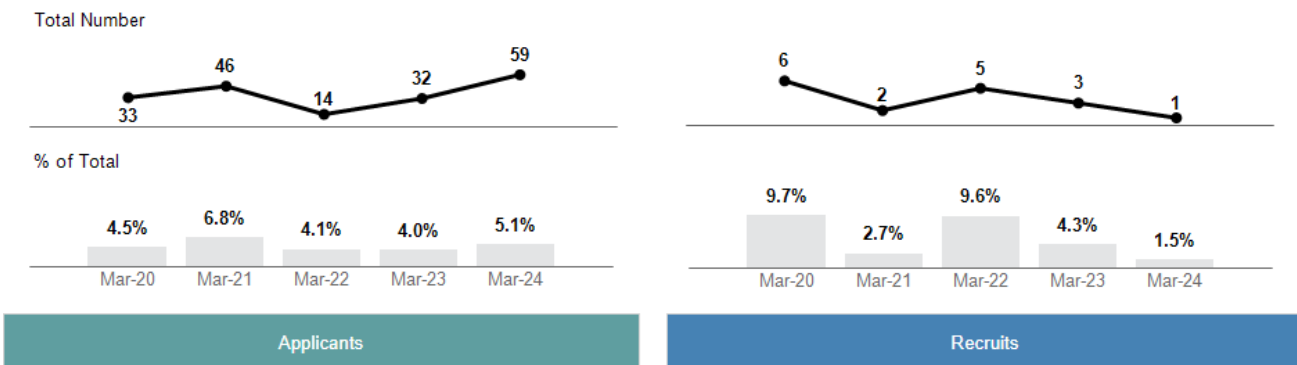
People declaring an Other Religion of Belief



The number of applications from candidates declaring an other religion or belief has improved since last year, in Wholetime and Professional Support where we have been recruiting. Wholetime recruits are then placed on a waitlist, and we brought in six in the reporting period. Unfortunately, there were no recruits declaring an other religion or belief, however there is a trend nationally attributed to be a reflection that society is more agnostic/atheist. Census 2021 data shows that "No religion/No response" was the second most common response and increased by 12%. Top response was Christian, which decreased 13.1%.

We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.

People who identify as Lesbian, Gay or Bisexual



The number of applications from candidates who identify as lesbian, gay or bisexual has improved since last year, in Wholetime and Professional Support where we have been recruiting and the number of recruits in On-Call increased. Wholetime recruits are then placed on a waitlist, and we brought in six in the reporting period. We have created a new attraction strategy to ensure that applicants are aware of our values and positive inclusive culture. We have also input into the NFCC's career pathways website project which will aim to provide national information to interested candidates.

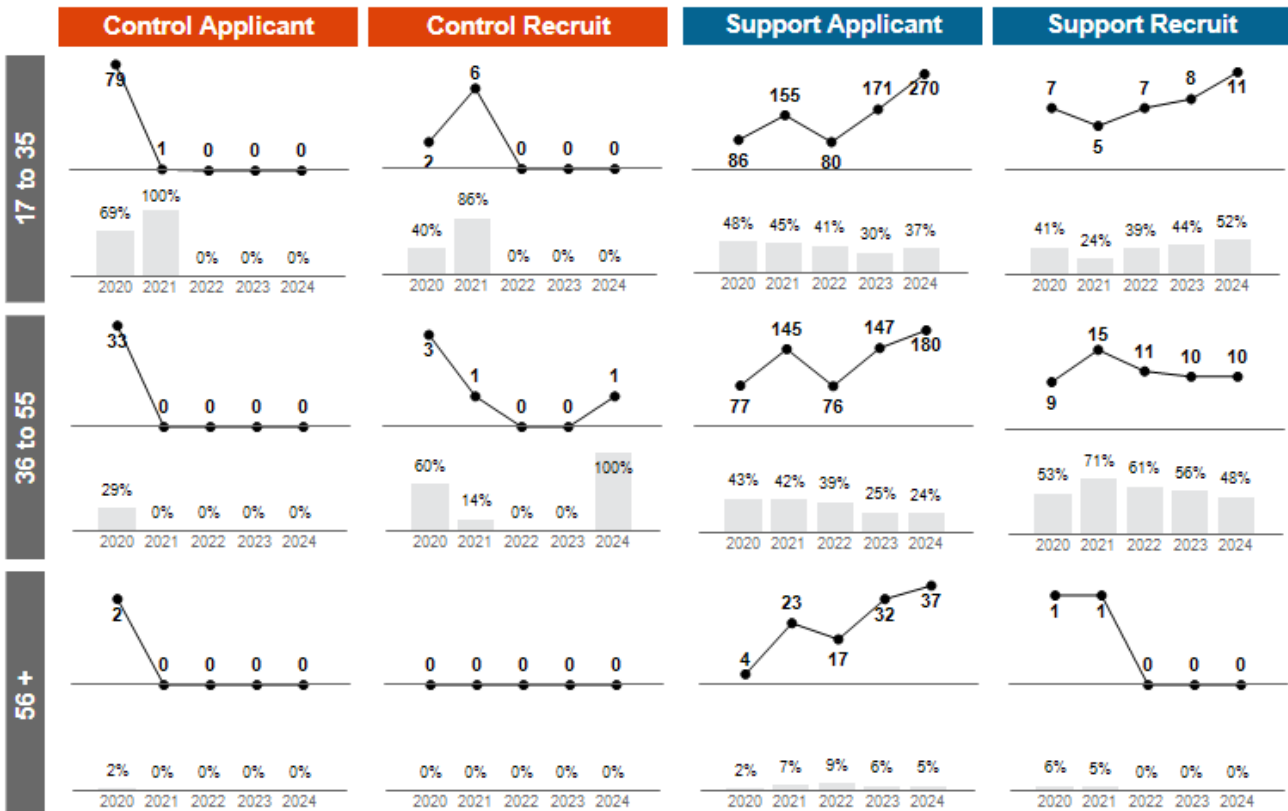
Age Profiles



In this reporting period we ran a Wholetime recruitment campaign. Wholetime recruits are then placed on a waitlist, and we brought in six in the reporting period. The age profile of Wholetime applicants and recruits is consistent with previous campaigns

On-Call recruitment continued however although applicant numbers decreased the age profile of 17 to 35 years recruits increased.

Age Profiles



In this reporting period we ran professional support recruitment to backfill leavers. The age profile of 17 to 35 years recruits increased.

6. Gender Pay Gap

Employers of more than 250 employees are required to calculate and publish information about the gender pay gap in their organisation (Equality Act 2010).

The gender pay gap shows the difference between the average earnings of men and women. As a concept it is different from “equal pay” which deals with any pay differences between men and women who carry out the same or similar jobs or jobs of equal value.

Calculating, analysing and reporting on the gender pay gap can provide a valuable measure of equality in the workplace. It is a long-standing phenomenon globally and varies by occupation, age group and working patterns. It highlights any difference in men’s and women’s participation in work of different types and levels and how effectively talent is being maximised.

The gender pay gap regulations require us to calculate a number of gender pay gap measures with reference to all employees. However, where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of employees. The following calculations are required by the regulations and explained below. They are all expressed in percentages.

Mean gender pay gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 8).

A **mean** average involves adding up all the numbers and dividing the result by how many numbers were listed.

Median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 9).

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results.

Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 10b). For Cambridgeshire Fire and Rescue Service, “bonus” as defined in regulation 10b includes payment related to *“productivity, performance or incentive”*.

- **Productivity:**
 - resilience payments paid to operational employees for providing additional operational cover under certain conditions.

- **Performance:**
 - performance related supplements paid to Area Commanders, Group Commanders and Management Band roles in Support.

 - honorariums potentially payable to any employee group member as a one-off payment in recognition of particularly good work or effort.

- **Incentive:**

- Continuous professional development (CPD) payments to operational employees. This is not an automatic payment but dependent on evidence of CPD – hence interpreted as an incentive in accordance with LGA advisory bulletin 644 (January 17).

Median bonus gender pay gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 11).

Proportion of males and females receiving a bonus payment

The proportions of male and female relevant employees who were paid bonus pay (regulation 12).

Proportion of males and females in each quartile pay band

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands (regulation 13).

Cambridgeshire Fire and Rescue Service Gender Pay Gap

Difference in mean hourly rate of pay	2017	2018	2019	2020	2021	2022	2023	2024
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01	£18.11	£18.52	£19.06	£18.70	£19.77	£20.78
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24	£15.26	£15.76	£16.28	£16.49	£18.19	£19.23
% Difference in mean hourly rate of pay	18.58%	15.38%	15.74%	14.90%	14.59%	11.82%	7.99%	7.47%

Difference in median hourly rate of pay	2017	2018	2019	2020	2021	2022	2023	2024
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75	£15.99	£16.39	£16.75	£16.65	£17.88	£18.84
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97	£14.04	£14.77	£14.82	£15.06	£16.64	£17.42
% Difference in median hourly rate of pay	13.90%	11.30%	12.20%	9.88%	11.54%	9.55%	6.94%	7.54%

Commentary:

- The mean gender pay gap has continued to decrease to 7.47% which is the lowest gap since reporting started in 2017.
- The decrease in our Gender Pay Gap is due to the continued recruitment, development and progression of our female employees across the Service. We have more female managers, more female drivers, more returners from maternity leave and more females receiving CPD payments.

Cambridgeshire Fire and Rescue Service Bonus Gender Pay Gap

Difference in mean bonus pay	2017	2018	2019	2020	2021	2022	2023	2024
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52	£55.62	£59.89	£65.27	£59.04	£64.83	£69.81
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24	£50.09	£59.00	£69.71	£72.63	£78.79	£86.35
% Difference in mean bonus pay	0.57%	-3.04%	9.94%	1.49%	-6.80%	-23.02%	-21.53%	-23.69%

Difference in median bonus pay	2017	2018	2019	2020	2021	2022	2023	2024
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50	£49.50	£50.50	£51.25	£54.83	£57.58
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50	£49.50	£51.98	£55.15	£57.90	£61.21
% Difference in median bonus pay	0.00%	0.00%	0.00%	0.00%	-2.93%	-7.61%	-5.60%	-6.30%

Commentary:

- The mean bonus gender pay gap remains in the negative for the fourth year.

Proportion of male and female employees who received bonus pay	2017	2018	2019	2020	2021	2022	2023	2024
The number of male relevant employees who were paid bonus pay during the relevant period	317	291	290	303	336	332	345	337
The number of male relevant employees	516	506	525	519	526	509	509	514
The proportion of male employees who received bonus pay	61.43%	57.51%	55.24%	58.38%	63.88%	65.23%	67.78%	65.56%
The number of female relevant employees who were paid bonus pay during the relevant period	34	25	36	31	56	69	84	76
The number of female relevant employees	131	131	135	140	157	161	153	151
The proportion of female employees who received bonus pay	25.95%	19.08%	26.67%	22.14%	35.67%	42.86%	54.90%	50.33%

Commentary:

- The percentage of female employees who receive bonus pay decreased slightly compared with last year however it remains significantly increased from 2017-2022 and has doubled since reporting started in 2017.

Proportion of male and female employees according to quartile pay bands	2017	2018	2019	2020	2021	2022	2023	2024
The number of male full-pay relevant employees in the lower quartile pay bands	110	106	109	108	113	104	136	101
The number of full-pay relevant employees in that quartile pay band	163	159	162	163	178	169	202	162
<i>Proportion of male employees in the lower quartile pay band</i>	<i>67.48%</i>	<i>66.67%</i>	<i>67.28%</i>	<i>66.26%</i>	<i>63.48%</i>	<i>61.54%</i>	<i>67.33%</i>	<i>62.35%</i>
The number of female full-pay relevant employees in the lower quartile pay bands	53	53	53	55	65	65	66	61
The number of full-pay relevant employees in that quartile pay band	163	159	162	163	178	169	202	162
<i>Proportion of female employees in the lower quartile pay band</i>	<i>32.52%</i>	<i>33.33%</i>	<i>32.72%</i>	<i>33.74%</i>	<i>36.52%</i>	<i>38.46%</i>	<i>32.67%</i>	<i>37.65%</i>
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117	125	133	129	131	110	147
The number of full-pay relevant employees in that quartile pay band	163	158	166	172	164	166	129	171
<i>Proportion of male employees in the lower middle quartile pay band</i>	<i>76.07%</i>	<i>74.05%</i>	<i>75.30%</i>	<i>77.33%</i>	<i>78.66%</i>	<i>78.92%</i>	<i>85.27%</i>	<i>85.96%</i>
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41	41	39	35	35	19	24
The number of full-pay relevant employees in that quartile pay band	163	158	166	172	164	166	129	171
<i>Proportion of female employees in the lower middle quartile pay band</i>	<i>23.93%</i>	<i>25.95%</i>	<i>24.70%</i>	<i>22.67%</i>	<i>21.34%</i>	<i>21.08%</i>	<i>14.73%</i>	<i>14.04%</i>
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145	149	138	143	134	124	127
The number of full-pay relevant employees in that quartile pay band	160	161	168	159	171	168	165	166
<i>Proportion of male employees in the upper middle quartile pay band</i>	<i>83.75%</i>	<i>90.06%</i>	<i>88.69%</i>	<i>86.79%</i>	<i>83.63%</i>	<i>79.76%</i>	<i>75.15%</i>	<i>76.51%</i>
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16	19	21	28	34	41	39
The number of full-pay relevant employees in that quartile pay band	160	161	168	159	171	168	165	166
<i>Proportion of female employees in the upper middle quartile pay band</i>	<i>16.25%</i>	<i>9.94%</i>	<i>11.31%</i>	<i>13.21%</i>	<i>16.37%</i>	<i>20.24%</i>	<i>24.85%</i>	<i>23.49%</i>
The number of male full-pay relevant employees in the upper quartile pay bands	148	138	142	140	141	140	139	139
The number of full-pay relevant employees in that quartile pay band	161	159	164	165	170	167	166	166
<i>Proportion of male employees in the upper quartile pay band</i>	<i>91.93%</i>	<i>86.79%</i>	<i>86.59%</i>	<i>84.85%</i>	<i>82.94%</i>	<i>83.83%</i>	<i>83.73%</i>	<i>83.73%</i>
The number of female full-pay relevant employees in the upper quartile pay bands	13	21	22	25	29	27	27	27
The number of full-pay relevant employees in that quartile pay band	161	159	164	165	170	167	166	166
<i>Proportion of female employees in the upper quartile pay band</i>	<i>8.07%</i>	<i>13.21%</i>	<i>13.41%</i>	<i>15.15%</i>	<i>17.06%</i>	<i>16.17%</i>	<i>16.27%</i>	<i>16.27%</i>

Commentary:

- It is positive to see the stability in the proportion of females in the upper and middle of the pay bands and increase at entry level, demonstrating that we are recruiting, developing and progressing females through the Service.
- We have more than doubled the percentage of females in the upper quartile pay band since reporting started in 2017.
- Recommendations from the equal pay audit carried out in 2018-19 were implemented and a full EQIA was undertaken as part of the work to design a new management band pay scale, which we plan to review in 2025.

Appendix 1: Demography of Cambridgeshire and Peterborough – Census 2021

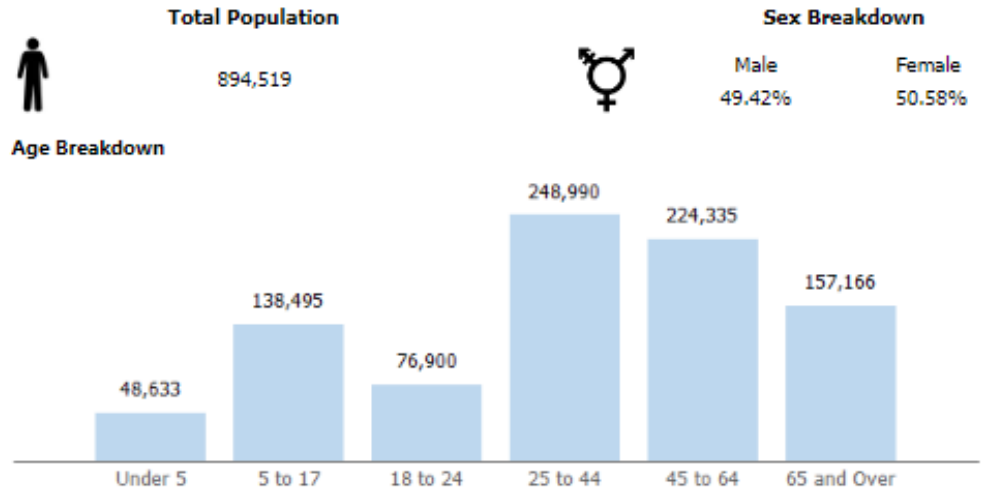


Census 2021 District Breakdown

*Census 2021 figures downloaded from NOMIS

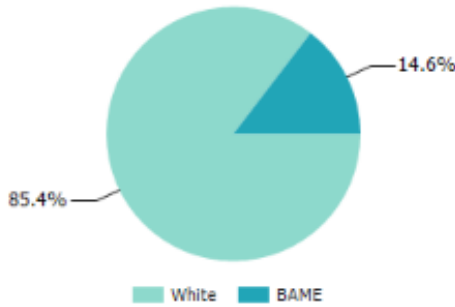


Population

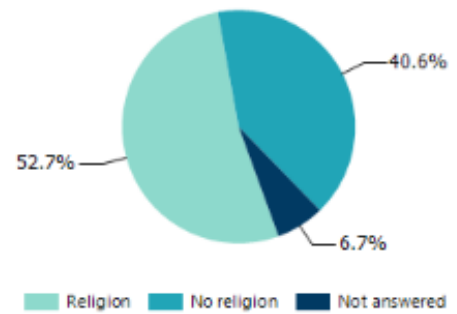


Population by Characteristics

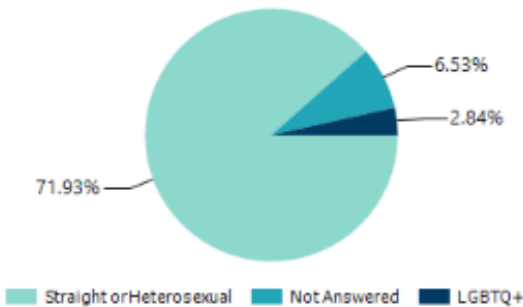
Ethnicity



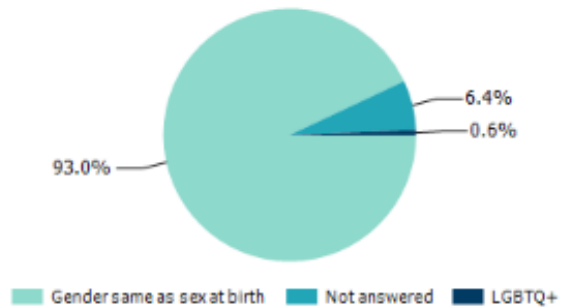
Religion



Sexual Orientation Profile



Gender Identity Profile

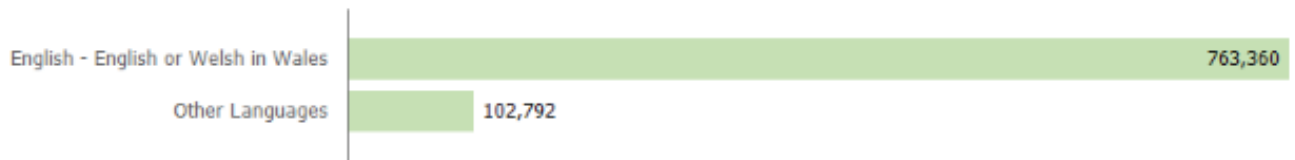


Disability Breakdown

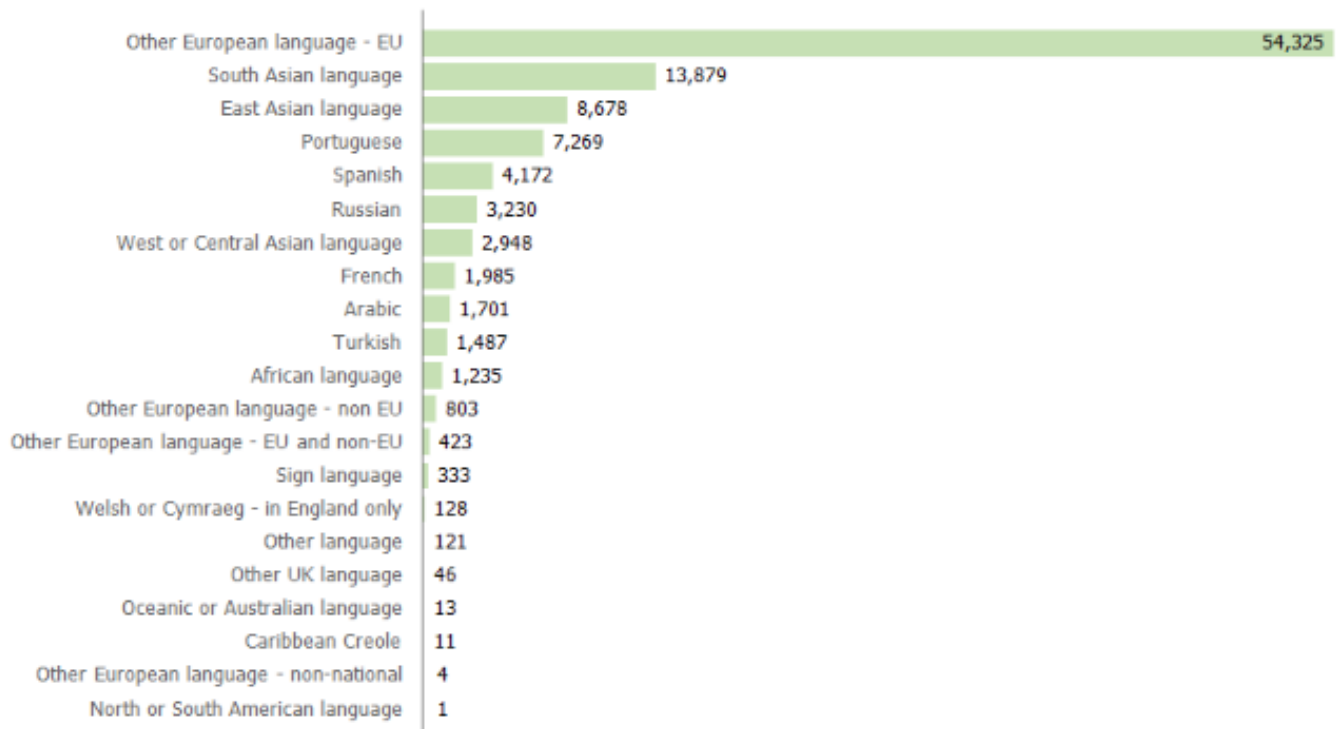


First Spoken Languages

English vs Other Languages Comparison



All Other Languages Breakdown

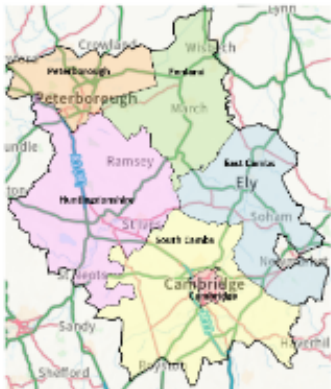


Appendix 2: Cambridge City Level

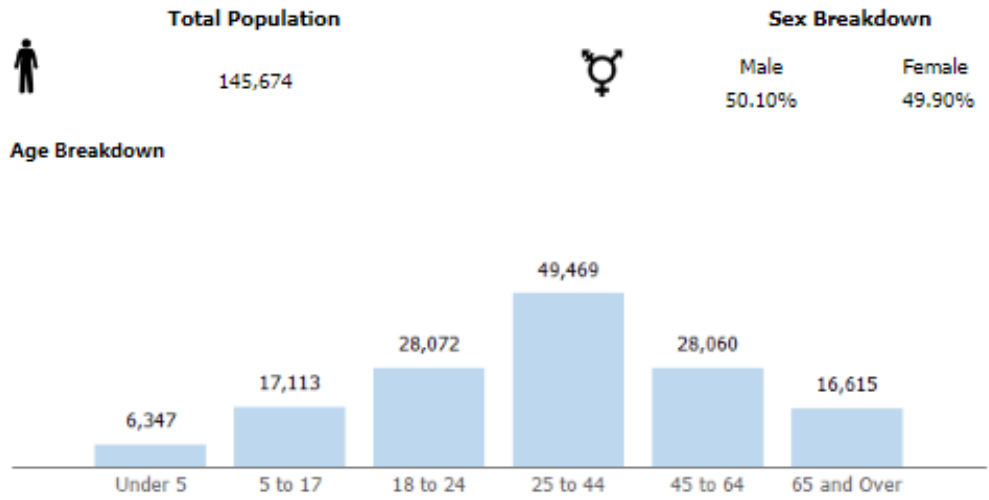


Census 2021 District Breakdown

*Census 2021 figures downloaded from NOMIS

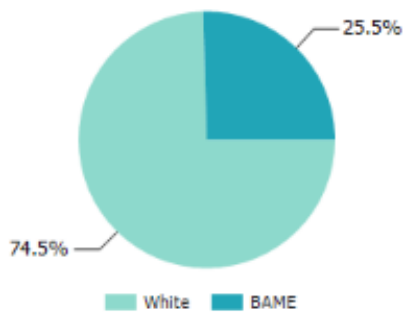


Population

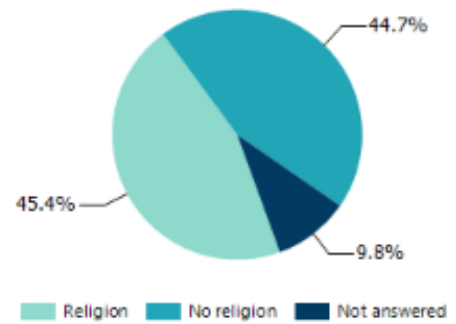


Population by Characteristics

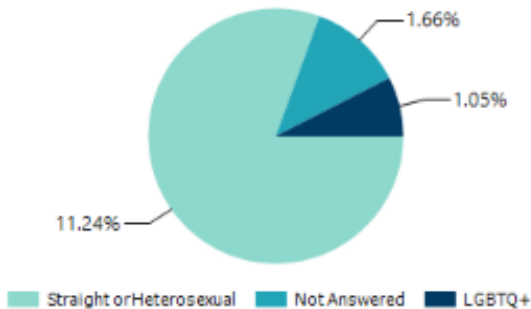
Ethnicity



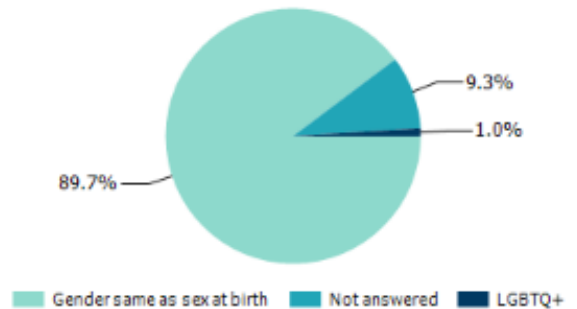
Religion



Sexual Orientation Profile



Gender Identity Profile

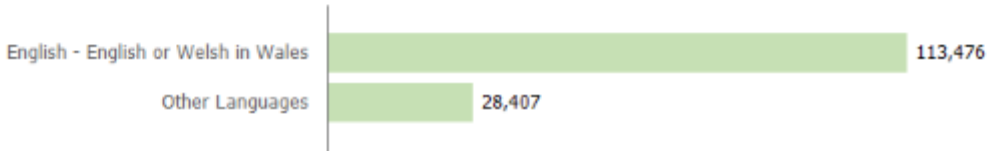


Disability Breakdown

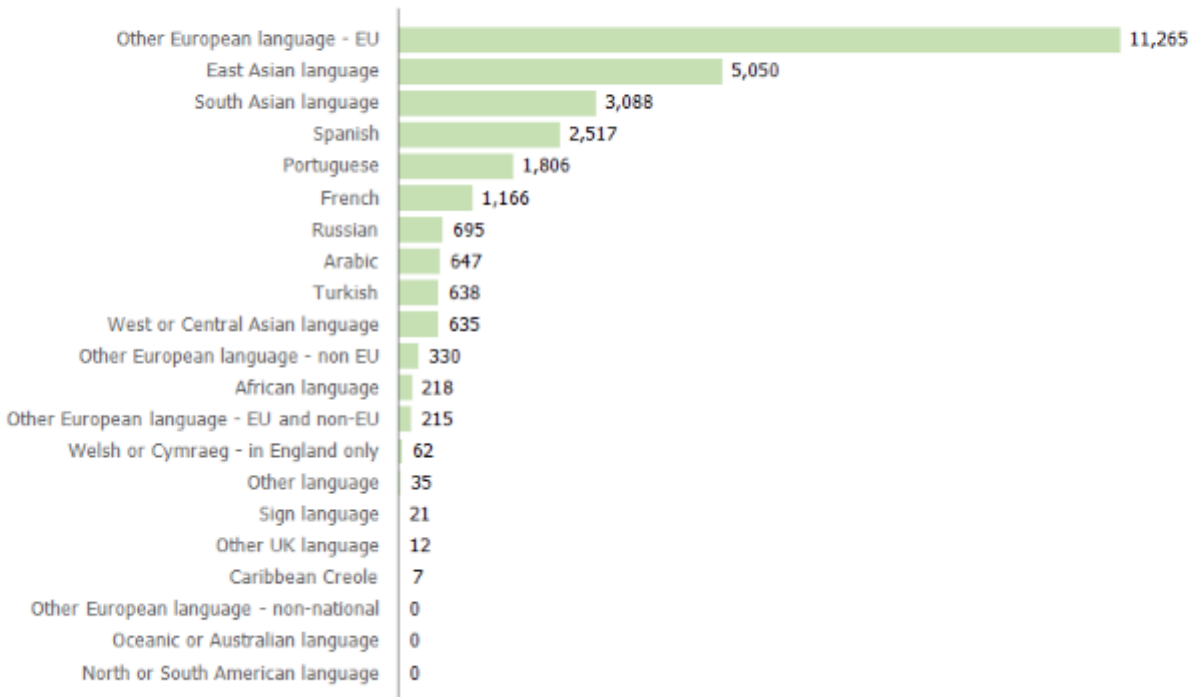


First Spoken Languages

English vs Other Languages Comparison



All Other Languages Breakdown



Appendix 3: Peterborough Level

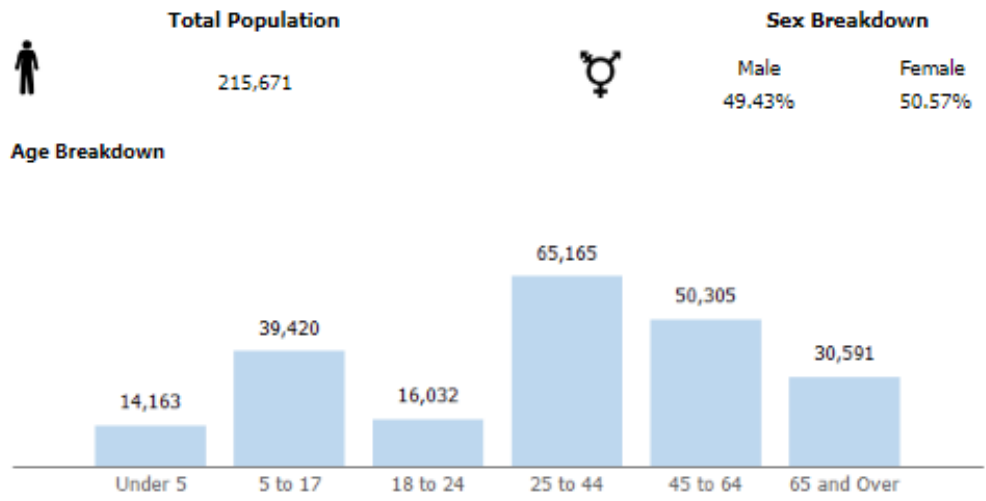


Census 2021 District Breakdown

*Census 2021 figures downloaded from NOMIS

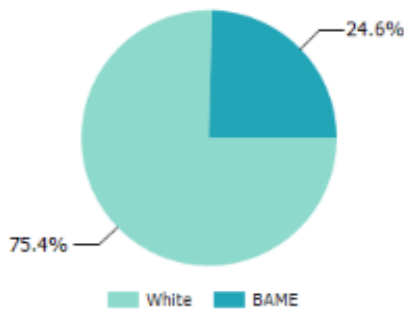


Population

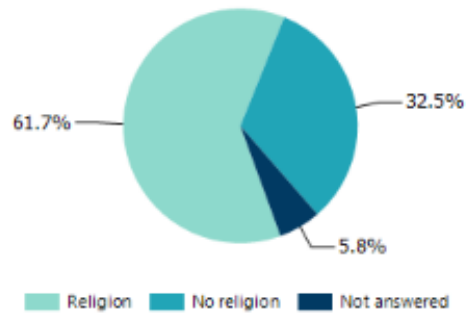


Population by Characteristics

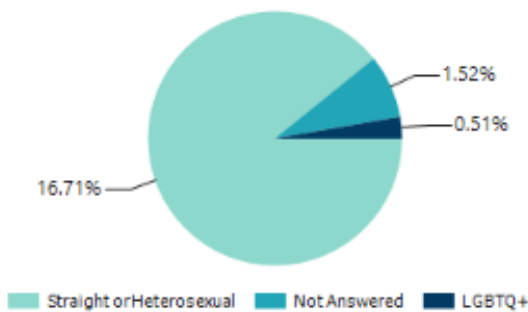
Ethnicity



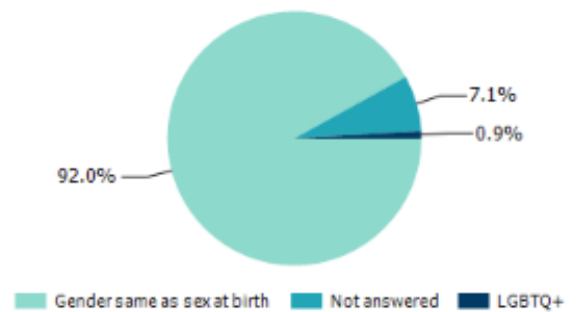
Religion



Sexual Orientation Profile



Gender Identity Profile

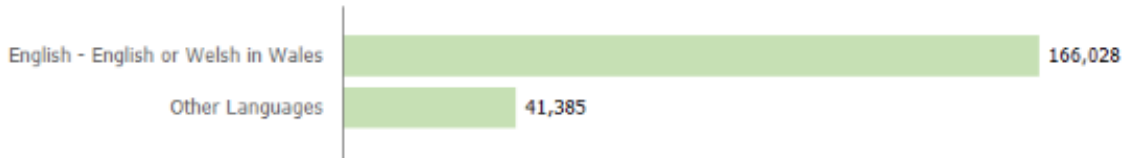


Disability Breakdown

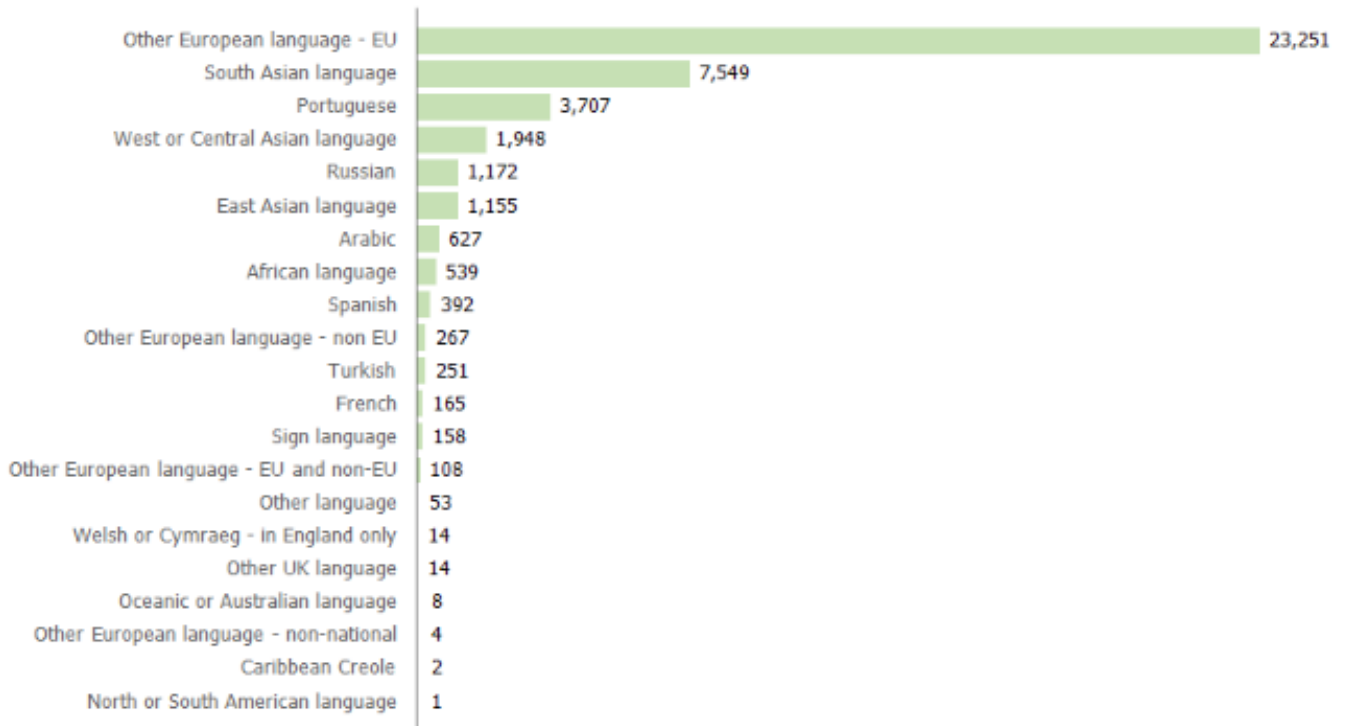


First Spoken Languages

English vs Other Languages Comparison



All Other Languages Breakdown



TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Director Operational Response and Fire Protection
Simon Thompson

PRESENTING OFFICER(S): Assistant Director Operational Response and Fire Protection Simon Thompson
Telephone: 07710 917430
simon.thompson@cambsfire.gov.uk

DATE: 19 December 2024

GRENFELL TOWER INQUIRY – SERVICE ACTION PLAN UPDATE

1. Purpose

1.1 The purpose of this report is to update the Fire Authority on the progress Cambridgeshire Fire and Rescue Service (CFRS) has made against the recommendations for both Phase One and Phase Two of the Grenfell Tower Inquiry reports.

2. Recommendations

2.1 The Authority is asked to;

2.1.1 note and comment on the progress to date,

2.1.2 approve the planned activities to meet the recommendations from the Grenfell Tower Inquiry reports.

3. Risk Assessment

3.1 **Political** – there is ongoing national focus into the tragic Grenfell Tower incident. There is a risk that if CFRS does not fully consider and, where appropriate, adopt recommendations from the inquiry there will be impact both operationally and through building safety.

3.2 **Social** - the Grenfell Tower fire of June 2017 was a significant national incident that continues to affect members of our community. There is a risk that the ongoing work following the outcomes of the inquiry will continue to affect our communities and especially those living in residential tall buildings.

3.3 **Technological** – the recommendations require the Service to implement technological changes to support information gathering and sharing. There is a risk that these systems will require additional support and financial resource from within the Service to deliver suitable functionality.

3.4 **Legal** – CFRS (as a regulator) has a duty to enforce the Regulatory Reform (Fire Safety) Order 2005 or FSO and other legislation linked to the Building

Safety Act. CFRS must also respond to the public inquiry outcomes and implement solutions to mitigate the risks identified and the lessons learned. Recommendations from the Inquiry will need to be implemented to mitigate against any legal action.

3.5 **Equality Impact Assessment** – Equality impact assessments are completed as required.

4. **Background**

4.1 The Grenfell Tower fire, which occurred on 14 June 2017, in north Kensington, London, remains one of the most devastating and tragic events in modern British history. The fire engulfed the 24-storey residential tower, claiming the lives of 72 people, with many others injured and displaced. It sparked widespread outrage and public grief, prompting significant questions about social housing, fire safety regulations, and the responsibility of public officials and corporations in ensuring the safety of vulnerable communities. The tragedy exposed severe shortcomings in building safety standards and highlighted the importance of safe public sector housing.

4.2 In the aftermath of the fire, a public inquiry was established to investigate the causes of the disaster, determine who was responsible, and make recommendations to prevent similar incidents in the future. Led by Sir Martin Moore-Bick, the inquiry aims to provide answers for the victims' families, survivors, and the public at large, as well as to restore trust in the institutions that failed to prevent the fire. The inquiry has been comprehensive in its approach, examining the role of local authorities, fire safety regulations, the involvement of private contractors, and the broader societal context of austerity and inequality.

4.3 The Phase One report of the Grenfell Tower Inquiry, published in October 2019, focused on identifying the key factors that led to the catastrophic fire and establishing the sequence of events during that tragic night. This phase did not assess issues of responsibility or make specific recommendations for reform, but it provided crucial insights into what happened on 14 June 2017, and what failures contributed to the disaster. The report can be accessed via the link within the bibliography at the end of this report (Appendix 1).

4.4 The Phase One report concluded that the combination of poor building design, flammable cladding, inadequate fire safety measures, and failure in emergency response procedures led to the tragic loss of life. It made clear that the safety of the residents had been compromised through a series of institutional failures, both in terms of design, management, and regulation. The findings set the stage for the further phases of the inquiry, which aimed to delve into the accountability of individuals and organisations involved in the fire and to make specific recommendations for preventing similar incidents in the future.

4.5 The Phase One report underscored the urgency of addressing these issues to ensure that such a tragedy could never happen again; it made 43 recommendations.

- 4.6 The Phase Two report, published in September 2024, provided a detailed examination of the causes of the fire, the systemic failures that contributed to it, and the accountability of individuals and organisations involved. Unlike the Phase One report, which focused primarily on the events of the fire itself, the Phase Two report aimed to identify the underlying issues, such as the role of the local authority, building contractors, architects, and fire safety regulations. It also made recommendations for reforms to prevent similar tragedies in the future. The report can be accessed via the link within the bibliography at the end of this report (Appendix 2).
- 4.7 The Phase Two report concluded that the fire was a result of numerous failures in building design, fire safety measures, and regulation, as well as a systemic lack of accountability. It identified a profound failure to protect the safety of the residents, many of whom were from vulnerable communities. The findings reinforced the need for urgent reforms in building safety, fire prevention, and emergency response systems to prevent similar tragedies in the future. The report set the stage for ongoing work to hold those responsible accountable and ensure that lessons are learned from the disaster.
- 4.8 There were 59 recommendations from the Phase Two report.
- 4.9 Following the conclusion of the Phase One report the government introduced legislative change and implemented the Building Safety Regulator (BSR). Managed by the Health and Safety Executive (HSE) the BSR is designed to scrutinise and support developers to ensure new high rise residential buildings are compliant. Fire and rescue services are included within regional multi-disciplinary teams who deliver this function.

5. CFRS Progress to Date and Forthcoming Activities


- 5.1 CFRS has completed all but one of the applicable recommendations from the Phase One report. Due to external processes beyond our control (waiting our turn to receive hardware as part of a government multi agency information transfer or MAIT project to improve incident communications between emergency services), we have been delayed in completing the last recommendation. However, this is now being completed and the Service has started assurance activity against all the completed actions.
- 5.2 Following Grenfell the government has continued to provide one off annual grant funding settlements to support fire protection activities. The Service continues to use this grant by enhancing its fire protection provision. This has minimised the impact experienced through additional workloads resulting from the recommendations. However, the sector continues to experience barriers which have been shared with the Ministry of Housing, Communities and Local Government (MHCLG).
- 5.3 Although there are 59 recommendations for Phase Two, only 25 of these are applicable to the fire service. CFRS has continued its Grenfell Action Plan Group who have completed a gap analysis against each of the recommendations contained within the report. Whilst no official timeframe for completion has been set by MHCLG, cognisant of our available resources and to mitigate risk to our communities, we aim to have the work against these 25 recommendations completed by September 2025.

- 5.4 On 2 December 2024 the Government published a remediation acceleration plan (Appendix 3, accessed via the link within the bibliography at the end of this report). The plan lays out the Government's position to remediate all unsafe cladding for buildings over 18 metres by 2029 and to remove or have a time defined plan to remediate all unsafe cladding for buildings 11 to 17 metres in height. It is stated that the plan will be backed by funding for enforcement.
- 5.5 Cambridgeshire currently has 27 residential buildings over 18 metres or seven storeys in height. CFRS fire protection officers have completed inspections at all these premises and are on track to meet the 2029 deadline set for these buildings.
- 5.6 The Deputy Prime Minister has asked Mayors (in Cambridgeshire, the Combined Authority Mayor) to write and oversee local remediation acceleration plans for their area for buildings between 11 to 17 metres in height. This has been completed and shared with the Deputy Prime Minister (Appendix 4, accessed via the link within the bibliography at the end of this report provides the detail).
- 5.7 CFRS has a team assigned to risk assess each of these properties and provide advice and support where required. Working alongside MHCLG and Local Authority Building Control (LABC) the Service is currently identifying all buildings that fall within the 11 to 17 metre category for review. We will use this information alongside our existing data to confirm all properties across the county that fall into this height category.
- 5.8 Following the introduction of the BSR the fire protection department continues to support its regional multi-disciplinary teams. The BSR provide fire safety scrutiny to developers for new build high rise residential buildings through a gateway process. Over a five-year cycle, the BSR will also inspect safety cases for all existing 18 metre buildings and provide safety certificates if they are deemed satisfactory. The Service continues to review and monitor the workload created by this new function.

6. Summary

- 6.1 CFRS continues to be in a strong position with the work completed to support the recommendations of the Grenfell Tower Inquiry. The proactive approach by CFRS will allow us to complete the required actions ahead of schedule.
- 6.2 The ongoing work following these recommendations may continue to impact business as usual activity. This will be particularly apparent if the annual fire protection funding is ceased.
- 6.3 The remediation activity is significant and will take considerable resource and attention to action; CFRS will provide guidance, support and where required enforcement action against non-compliance. Barriers to delivery will continue to be discussed with MHCLG, the Combined Authority Mayor and local authority partners.

BIBLIOGRAPHY

Appendix	Source Documents	Location	Contact Officer
1	Grenfell Phase One Report	Report	Simon Thompson Assistant Director Operational Response and Fire Protection 07710 917430 simon.thompson@cambsfire.gov.uk
2	Grenfell Phase Two Report	Report	
3	Government Accelerated Remediation Plan	Remediation Acceleration Plan	
4	Local Accelerated Remediation Plan	 Local Acceleration Plan 2024 01.12.24 Fi	

Cambridgeshire and Peterborough Fire Authority

Minutes of the Policy and Resources Committee Meeting

Date: 23 October 2024
Time: 2.00pm – 2.55pm
Place: Fire Head Quarters, Huntingdon
Present: Councillors: S Kindersley (Chair) M Black, N Boyce, S Bywater, E Murphy, K Reynolds, P Slatter and M Smith
Officers: Matthew Warren, Jon Anderson, Ursula Bird, Stuart Smith, Tamsin Mirfin, Shahin Ismail, Deb Thompson and Tamar Oviatt-Ham.

80. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Jamil

There were no declarations of interest.

81. Minutes of the Policy and Resources Committee held 18 July 2024

The minutes of the meeting held on 18 July 2024 were approved as a correct record.

82. Policy and Resources Committee Action Log - October 2024

The Action Log was noted.

83. Overview and Scrutiny Committee Minutes - 25 July 2024

The minutes of the meeting held on 25 July 2024 were noted.

84. Revenue and Capital Budget Monitoring Report 2024-25

Members received a report that gave an update on revenue and capital spending as of 30 September 2024.

Officers highlighted the following points in relation to the report:

- Inflation had gone down to 1.7% since the report had been written
Some of the expected cost increases had not occurred particularly in relation to fuel.

- On call firefighter expenditure was underspend but this was expected to be reduced when pay bandings came into effect in January 2025. It was not yet known what impact this would have on the budget and Service. The pay award had not yet been agreed for professional support, but LG members had agreed on a 2.5% increase with a fixed increase of £1,290. The service had budgeted for a 3% increase.
- In relation to the capital expenditure and financing, a further 7 hybrid flexi vehicles had been purchased, three more fire appliances were now in operation, including the concept vehicle.
- In relation to the property capital budget, the refurbishment of St Neots Station was underway. Tenders had recently been reviewed and an order was raised at the beginning of October that was in line with what had been estimated and the funding agreed. The Chief Fire Officer explained that there was an ongoing dialogue with Huntingdonshire District Council regarding re applying for Community Infrastructure Levy Funding (CIL).
- The Authority was still carrying debt of £5.7m. This position remained unchanged since June 2021, the last time any additional debt was taken. The Authority was holding £14.8m on deposit; in July an additional up-front pension funding of £6m was received from the Home Office in readiness for the expected pension payments relating to the Matthew's second options' exercise (On-Call back-dating pension to original start date) and McCloud pensions remedy (age discrimination case affecting both wholtime and On-Call firefighters); outgoing payments were expected from October onwards. Every July the Authority received approximately £4m from the Home Office to fund the firefighter pension scheme deficit and as such this cash was utilised during the year. A summary table of this position was shown in Appendix 3 of the report. The Chief Fire Officer stated that Members may hear criticism that the authority was not working quickly enough to deal with pension issues. He explained that currently the legislation was not in place to deal with this issue, and it was not clear when this would be resolved.
- The Authority had received an update from the external financial auditors and hoped to complete the 2023-24 accounts. An additional Policy and Resources Committee meeting had been scheduled for 28 November to review the accounts.

Individual Members raised the following points in relation to the report:

- Queried if the underspend on staffing was likely to be used in full. Officers commented that this was likely to be used due to the new pay award. It was expected that there would be a small underspend in relation to control pay as one person had moved out of the department and they would not be backfilling this role.
- Questioned in relation to full time fire fighters if there was a particular group retiring. Officers stated that a Resource Management Board had

been set up to review the establishment and retirement profile and planned ahead for six unplanned retirements a year, allowing for the establishment to be more flexible. The next recruitment drive would be in January 2025. The Chief Fire Officer stated that there were some significant concerns in relation to the new banding system and additional cost pressures and how this could impact on call cover. He explained that there would be a presentation to Fire Authority in December regarding the future vision for the Authority which would cover these areas.

- Queried the profiling of the IT budget and what it was currently covering. Officers explained that it was a difficult budget to profile correctly as generally the expenditure was annually.
- Highlighted the rates of interest to the Loan Board in appendix three of the report and the need to look at longer term cash flow.

It was resolved to note the position on revenue and capital spending.

85. Property Portfolio Update

Members considered a report that gave an update on the sale of the former Huntingdon fire station site, progress on the sale of the current St Ives site and outlined other property works.

Officers highlighted the following points in relation to the report:

- The Service continued to progress the sale of the old fire station site at Huntingdon with the support of Cheffins. The Chief Fire Officer stated that it was challenging to secure the site and there had been a lot of vandalism so it was hoped that the District Council would want to move forwards with granting planning permission. He explained that the Service was in receipt of a £25,000 non-refundable deposit and were looking to sell the houses connected to the site once the site had been sold. At present, it was expected each of the four houses would return circa £200k each, giving a total capital receipt for this lot of approximately £800k.
- The Service continued to progress the sale of the site in St Ives in collaboration with the Health Service. Working with Cheffins it would be actively marketed for sale from January 2025. The Service was looking to maximise the return and this was likely to be in the region of £1.7m dependent on market interest and planning. The Service had identified a preferred site at Unit 5 Compass Point, St Ives. Work had been carried out to ensure that the new site was in fitting with a modern facility and modelling had been carried out around support to the public, and the identified location would help to improve attendance rates as the Service would be able to grow its recruitment parameters.
- The initial meeting for the redevelopment of St Neots Fire Station had taken place, and this would be the first sustainable fire station in

Cambridgeshire. Officers had met with Huntingdonshire District Council on order to progress a new CIL funding application.

Individual Members raised the following points in relation to the report:

- Queried why the initial CIL bid for St Neots Fire Station had been refused. The Chief Fire Officer explained that there had been discussions with Huntingdonshire District Council to understand the breadth of what the fire and rescue service does in order to facilitate an improved bid. He explained that there were different guidelines in place now since the initial application and the Service was applying now under the new scheme. Councillor Bywater, the local member stated that he was happy to support the Service in discussions with the Huntingdonshire District Council. The Committee requested that the Chair of the Fire Authority write to the Leader of Huntingdonshire District Council (copying in St Neots Town Council and local County and District Members) in relation to both the St Neots and St Ives Projects in relation to support in relation to ensuring timeframes were kept to, highlighting the impacts in relation to operational pressures. **Action Required.**
- Expressed support of the proposals as set out, particularly in relation to St Ives station in Paragraph 5. The Chief Fire Officer explained that a report would come back to Committee with further details of the St Ives Project one they had been firmed up to seek formal approval. A Member commented that a consultation was currently underway on the A141 and St Ives improvements scheme. Officers stated that they hoped any improvements would help support response times.

It was resolved to note the contents of the report.

86. Fire Authority Programme Management – Monitoring Report

Members received a report updating on the Service projects as at September 2024.

Officers highlighted the following points in relation to the report:

- Replacement ICCS and Mobilising Solution, the Systel 'Go Live' on 12 September 2024 was a smooth transition for Cambridgeshire for Suffolk 'Go Live' involved more workarounds due to a number of issues. Systel were working with Suffolk to move out of their Business Continuity arrangements.
- Trauma Welfare Support (TRiM Replacement) had been a successful project and the power app continued to be tested across all areas of the Service with positive feedback so far. The Awareness package had been completed and all areas of Service now had scheduled rollout training, beginning in October 2024 with go live on 2 December 2024.

- Occupational Health System Replacement went live in August 2024 and feedback to date had been positive.
- Integrated workwear and PPE a long ongoing project, currently in the engagement phase
- TRACS training records and competency system, currently reviewing the current system and looking at what else was available. Making changes required to manage expectations of the HMRC.
- New projects that had been identified included:
 - Alerters replacement
 - Asset database and hydrant assets
 - Community and operational intelligence project – looking at data provision and flow of data. Mobile working and maintaining integrity.
 - Review of SHQ – going through programme board, to look at options
 - Operational response models
 - Performance and talent management
 - St Ives relocation
 - St Neots refurbishment

Individual Members raised the following points in relation to the report:

- Congratulated officers on the successful delivery of the replacement ICCS and Mobilising Solution.
- Queried how the hydrant mapping exercise would be carried out. Officers explained that they already had data on the location and co-ordinates of hydrants and would be looking at how faults could be reported and were looking at how the OS data could be automated. The Chief Fire Officer stated that this project would be challenging in terms of resources as there were 2.5 FTE Hydrant Engineers in Cambridgeshire and Peterborough.
- Sought an update on the Firebreak programme. The Chief Fire Officer explained that a report would be brought to a future meeting. **Action Required.**

It was resolved to note the Programme Status Report, as of September 2024.

87. Policy and Resources Committee Work Programme - October 2024

The Chair stated that the East West Rail project would have an impact on response times and the Service needed to look at the potential costs of the authority from the project including journey mapping and times to arrive at

sites so that this could be shared with government. The Chief Fire Officer agreed to add a report to the work programme to address this. **Action required**

Members noted that an additional meeting would take place on 28 November 2024 to consider a combined Audit Planning Report and Audit Completion Report for 2021/22 and 2022/23.

Members noted the work programme.

Chair

Cambridgeshire and Peterborough Fire Authority

Minutes of the Overview and Scrutiny Committee Meeting

Date: 9 October 2024

Time: 2.00 p.m. – 3.03 p.m.

Venue: New Shire Hall

Present: Councillors C Rae (Chair), S Taylor (Vice-Chair), A Bond, D Dew, I Gardener, J Gowing, R Hathorn and W Fitzgerald.

96. Apologies for Absence and Declarations of Interest

The Committee paid tribute to firefighter Mervyn Housden who had sadly passed away recently. Those present stood for a minute's silence.

No apologies for absence were received.

There were no declarations of interest.

97. Minutes – 25 July 2024 and Action Log

The minutes of the meeting held on 25 July 2024 were agreed as a correct record and signed by the Chair.

The Action Log was noted.

98. Community Risk Management Plan 2024-29 Performance Measures

The Committee received a report on the Service's performance against the Community Risk Management Plan (CRMP) performance measures.

The Chief Fire Officer provided assurance to Members on the Fire Safety Order following the Grenfell Tower Inquiry report. The Service were engaging with the mayor and proactively examining properties that were undergoing the Building Regulations Programme; there was one in Peterborough and 13 elsewhere across Cambridgeshire.

Individual Members raised the following points in relation to the report:

- queried if the 'number of people killed and seriously injured on our roads' could be further categorised to see if there had been an impact in the recent implementation of 20 mph zones. Officers informed Members that Cambridgeshire and Peterborough Fire and Rescue Service (CFRS) data would not provide a clear picture of the roads. This would be discussed with the Vision Zero Partnership – **action required.**

- asked for the number of premises inspected to be presented as a number of homes visited rather than a percentage. Officers stated this would be reviewed for subsequent reports - **action required**.
- questioned what 'broadly compliant' meant in relation to fire safety audits and asked for less ambiguous wording to be used in future reports. Officers agreed to review the wording – **action required**.
- learnt that a report would be presented at the Fire Authority regarding Service resilience.

It was resolved unanimously to:

Note the contents of the performance report in Appendix 1 which covered Quarter 1 of the year 2024/25 (1 April to 30 June 2024).

99. Annual Review – Cambridgeshire and Peterborough Fire Authority Compliance with the Local Government Transparency Code 2015

The Committee received the annual update on assurance of compliance with the Local Government Transparency Code 2015. The annual review had found that the Service was currently fully compliant with the requirements. The former Information and Governance Manager had resolved one outstanding action regarding salaries and that was now published on the website.

It was resolved unanimously to:

note CFRS was fully compliant with the Transparency Code and all documents were up to date.

100. Internal Audit Progress Report 2024

The Committee received an internal audit report which provided an update on the progress against the audit plan. Two final reports had been issued for Procurement and Management Recruitment Framework. IT Assets were slightly delayed due to sickness but were currently back on track.

Individual Members raised the following points in relation to the report:

- clarified that the Service would be ready for the new Procurement Act deadline in February 2025.
- learnt that unsuccessful candidates were previously receiving constructive feedback in an in-person conversation, however in the future, written feedback would also be provided.

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

101. Draft Annual Governance Statement 2023-24

The Committee received the draft Annual Governance Statement (AGS) for 2023/24. Attention was drawn to the areas where the Authority would continue to take action to deal with governance issues. These included combined fire control, culture, the financial climate and sector developments such as the Grenfell Tower Inquiry. Members were informed that a Professional Standards report would be presented at a future Committee. The Fire Authority would receive a report (December 2024) on any CFRS actions following the analysis of the final Grenfell Tower Inquiry Report. This would encompass an update on any necessary actions identified from the Phase 1 Report.

Members were informed that the Integrated Communications and Control System (ICCS) and Mobilising System had successfully gone live on 12 September 2024.

Individual Members raised the following points in relation to the report:

- thanked the Chief Fire Officer for the continued effort to write to the government regarding the financial climate.
- queried when Suffolk Fire and Rescue Service (SFRS) would have their own standalone fire control centre and not be combined with Cambridgeshire Fire and Rescue Service (CFRS). The Chief Fire Officer stated that a new Section 16 had been issued until the 31 March 2025 and any extension past this date would be at the expense of SFRS. Future collaborations were unclear at this time, but the Chief Fire Officer stated the separation would not be the preferred course of action.
- learnt that SFRS would potentially use Motorola Solutions.

It was resolved unanimously to:

having scrutinised the AGS, attached at Appendix 1, and made comment, recommend to the Authority that the AGS is approved for external publication.

102. Draft Fire Authority Annual Report and Statement of Assurance 2023-24

The Committee received the draft Fire Authority Annual Report and Statement of Assurance 2023/24. Members were informed that the report would be available online and promoted on social media channels. Audit information would be updated following the final accounts and audit statements.

Individual Members raised the following points in relation to the report:

- suggested putting up posters to highlight the dangers of lithium-ion batteries as some people would not be able to access the information online. Officers assured Members that information was circulated via different media channels, such as parish council newsletters and via district council communication channels, especially before Christmas.
- queried if the response times could be clearly emphasised. Members learnt that every month, the previous months statistics were posted via social media channels and would, in the future, include response times.

- praised the two firefighters who ran the London marathon wearing full uniform and raised £3,000 for the Fire Fighters Charity. Members learnt that the Fire Fighters Charity provided support to firefighters and their families. This covered many areas such as residential treatment, counselling and bereavement support.
- highlighted the fire risk of long grass and Huntingdonshire District Council hoped to cut long grass near residential properties to help mitigate the risk.

It was resolved unanimously, having reviewed the draft Annual Report and Statement of Assurance 2023/24 to:

approve the draft Annual Report and Statement of Assurance 2023/24, attached at Appendix 1, subject to the additions highlighted in Paragraph 4.

103. Member-Led Reviews Update

The Committee received a verbal update on the three Member-led reviews.

'Employee Recruitment and Retention (On-Call)' An initial meeting with officers had been conducted and data had been requested from Human Resources to help inform the review. The focus would initially be on recruitment and then retention. The next meeting had been scheduled.

'Impacts of Planning and Growth on the Service' Information from central government and all local councils was being collated with a view of identifying the overall plan for growth within Cambridgeshire. This was both complex and time consuming.

'TRiM Replacement' Key project documents had been reviewed and the lead Member had met with the project manager. Further meetings with key officers would be scheduled.

Members thanked the Scrutiny and Assurance Manager for their work on the reviews.

104. Overview and Scrutiny Work Programme

The Committee noted its work programme.

Chair