

FIRE AUTHORITY



Date: Thursday, 11 February 2021

14:00hr

COVID-19

During the Covid-19 pandemic Council and Committee meetings will be held virtually for Committee members and for members of the public who wish to participate. These meetings will be held via Zoom and Microsoft Teams (for confidential or exempt items). For more information please contact the clerk for the meeting (details provided below).

AGENDA

Open to Public and Press

1. **Apologies for Absence**
2. **Declarations of Interest**
Guidance for Councillors on declaring interests is available at:
<http://tinyurl.com/ccc-conduct-code>
3. **Minutes of the Fire Authority meeting held 22nd October 2020** **5 - 16**
4. **Chairman's announcements**
5. **Draft Fire Authority Budget 2021-22** **17 - 42**

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14.	Appointments to Committees and outside bodies <i>- to follow</i>	

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

Councillor Kevin Reynolds (Chairman) Councillor Andrew Bond Councillor Mohammed Jamil and Councillor David Over Councillor Barbara Ashwood Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Lynda Harford Councillor Bill Hunt Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Jocelynne Scutt Councillor Mike Shellens and Councillor Mandy Smith

Clerk Name:	Dawn Cave
Clerk Telephone:	01223 699178
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FIRE AUTHORITY: MINUTES

Date: 22 October 2020

Time: 2.00 pm – 4.00pm

Venue: Virtual Meeting

Present: Cambridgeshire County Council:

Councillors: B Ashwood, S Bywater, I Gardener, D Giles, J Gowing, L Harford, B Hunt, S Kindersley, M McGuire, K Reynolds (Chairman), J Scutt, M Shellens and M Smith

Peterborough City Council:

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

Officers Present: C Strickland, M Warren, S Ismail, J Anderson, C Parker, D Cave, R Brittain (BDO) and M Weller (BDO)

150. Apologies for Absence and Declarations of Interest

Apologies were given on behalf of Councillor Goodwin, who was unwell. Councillor Reynolds advised that he would be writing to Councillor Goodwin on behalf of the Fire Authority, passing on Members' best wishes.

151. Minutes of the Fire Authority Meeting held 25 June 2020

The minutes of the meeting held on 25 June 2020 were agreed as a correct record and would be signed by the Chairman when circumstances permitted.

152. Chairman's Announcements

Appended.

153. Property Update

The Fire Authority received an update on progress against Police and Fire collaborative property schemes.

The Fire Station and Training Centre at the St John's site was moving forward, with the planning decision expected on 24/12/20, and work expected to start on site March/April 2021. Legal agreements were all on track. Once work commenced formally on site, the Service would formally market the existing Huntingdon site and also consider options for St Ives, working with the NHS regarding the site at St Ives, as the NHS owns adjacent land. This

work needed to be progressed as soon as possible due to the delays already experienced.

The design had finally been agreed for the joint Police and Fire site at St Neots, and completion at that location would enable the Police to sell their current site, subject to planning permission being granted on the fire station site. All the relevant parties had been consulted regarding the Planning Application.

A Member asked if there was any news on possible collaboration with the Ambulance service. Officers confirmed that some discussions had taken place with the Ambulance service, who at that time were looking to have a major hub in Huntingdon with a number of satellite sites. Officers agreed to contact the Ambulance Service again to inform them what was happening, but were keen that this project should not be delayed any longer than necessary. Action required: Matthew Warren.

In Cambridge, the Police were looking to relocate their main Police station away from Parkside, whilst still retaining a city centre presence. Discussions were ongoing as to what the Police's requirements were in terms of joint occupancy of a site. It was confirmed that there was parking at this site, and that if the Police opted out, it would not be an issue, as the freehold of the Parkside site belonged to the Fire Service.

The review of potential collaboration with Police teams was also being refreshed, e.g. having a joint property team, and an update on this would be presented to the December meeting of the Policy & Resources Committee.

A Member commented that whilst there was now a requirement for Emergency Services to collaborate, the Fire Service would *continue* to collaborate, as it had been ahead of the game in terms of collaboration. It was agreed that the list of collaborations with the Police over the last 4-5 years would be refreshed and updated to include all collaborative projects, including the most recent collaborations, such as the work with the Police on drones.

It was noted that the Police intended to build a new Cambridge site in Milton, and a Member asked if it would be prudent to approach them to see if there were any collaborative opportunities on that site. Officers advised that the Fire Service already had a training facility in Milton, but it may be worth a discussion at this early stage. Action required: Matthew Warren.

It was resolved unanimously to

1. note the progress made to date;
2. approve the next steps.

154. National Fire Chiefs Council Building Risk Review Grant and Protection Uplift - Update

The Fire Authority considered an update on the National Fire Chiefs Council (NFCC) Building Risk Review, and the planned use of the grant funding provided by central Government. Members had received a presentation on this issue at a recent seminar.

The Service was engaged in a Building Risk Review Programme following the tragic incident at Grenfell Tower. Initially the focus had been on those buildings clad in ACM (Aluminium Composite Material), but the second phase was to look at all high rise buildings over 18 metres. This was an additional burden to the Fire & Rescue Service in terms of resources, and the grant had been provided to resource the Building Risk Review Programme.

The grant of £60K was to support services to deliver a review of fire safety arrangements of all high rise residential buildings, which should be subject to an initial assessment and depending on the outcome, visited or audited by the end of December 2021. The protection team could achieve this at the expense of the existing risk based audit programme by December 2020. Even by extending this to the 2021 deadline, it would have some impact on day to day activity.

The chosen approach was to continue to invest in Level 3 fire safety training for watch based staff, enabling watches to relieve pressure on the risk based audit programme and provide ongoing capacity after the grant was spent. Fire Safety Advisors within the protection team could also be used for the building risk review work, and the grant would also be used to provide specialist upskilling for these staff in cladding, compartmentation and fire stopping.

Members noted that throughout the period of austerity, the Service had continued to invest in its protection teams whilst some Fire & Rescue Services had made cuts in this area. This gave the Service a solid foundation to build further capacity with modest investment. The grant would be used to strengthen career pathways into fire protection, develop existing data systems to work better, develop existing products to provide a stable digital platform to share information between prevention, protection and response. This would all be closely managed through Digital Strategy Board in terms of both resources and interdependencies.

At the seminar Members had asked about the promotion of sprinklers, particularly in residential buildings. The Sprinkler Strategy asked developers to consider the installation of sprinklers, even when they were not mandatory. The Service had had some success with sprinklers in Peterborough, where a developer retrofitted sprinklers.

A Member thanked officers and commented that she fully supported the allocation of the grant to further training of existing personnel, especially as the grant was time limited to one year. On the subject of sprinklers, she

advised that as a member of various planning committees, she was aware that Members were greatly concerned, and asked where the Service made its views on sprinklers known, as it did not usually feature on the Fire Service's planning responses, which generally only referred to fire hydrants. Responding, officers advised that they could only mandate sprinklers for buildings over 30 metres, of which there were very few in Cambridgeshire. Sprinklers were always recommended for schools and residential homes, and the Fire Service actively engaged with Local Authority Building Control teams in a number of areas. The Member responded that it would be incredibly helpful if a comment was included in planning responses, encouraging applicants to consider the installation of sprinklers, and that Planning Committees Members would really welcome that type of expert advice. Officers agreed to pick this up, and it was suggested that this issue could be further explored at the Policy & Resources Committee. **Action required.**

Whilst there was a requirement for buildings in excess of 30 metres to have sprinklers, for non-residential buildings it depended on what part of the Fire Safety Order was being implemented, as the priority was people and their ability to evacuate. Again, the Chairman commented that this could be picked up by the Policy & Resources Committee.

A Member supported the issue of sprinklers and misters coming to Policy & Resources Committee, and outlined his experience with the Peterborough City Council Planning Committee, and the reluctance of developers to install sprinklers, which was of particular concern, especially in areas where buildings were close together.

A Member asked what the impetus had been for developers to retrofit the building in Peterborough, referred to by officers. Responding, officers advised that the organisation in question felt they had a moral obligation, and there were also clearly business/financial benefits in the event of a fire controlled by sprinklers. It was acknowledged that individual success stories were probably more compelling if the impetus was coming from developers.

In response to a Member question, it was confirmed that there were fewer than 100 buildings in Cambridgeshire which met the relevant height limit.

A Member commented that the County Council's Planning Committee effectively managed its own development control for schools, libraries, etc. It had been previously agreed that sprinklers would be fitted in all new schools, whilst fire suppression was more appropriate for libraries. He asked if officers could check that this remained the County Council's policy on fire suppression. Another Member advised that the County Council was currently looking at its specification for school buildings and asked officers to get in touch with County Council officer Ian Trafford who was leading on this specification.

The Chairman agreed that an information paper could be considered by both Policy & Resources Committee and Overview & Scrutiny Committee on sprinklers so that all Members were involved and fully updated.

It was resolved unanimously to note the update.

155. Update on the Cambridgeshire Fire and Rescue Services response to the ongoing Covid-19 Pandemic

The Fire Authority considered an update on the ongoing Covid-19 Pandemic, focusing on activities moving forward.

The crewing model had reverted to the pre-pandemic arrangements, with roving appliances and crews of five. Modelling work was taking place on potential impact of Covid-19 moving forward, in terms of the ongoing risk, looking at a variety of measures to continue to deliver the service in the event of an outbreak of Covid-19 among Fire Service staff.

The outcome of the external Covid-19 inspection was still awaited. This had examined preparation and planning, including the Service's Flu Plan, and how the Service had maintained its statutory duties throughout the pandemic, how it had responded to incidents, prevention and protection activities, and also the requirement to collaborate with other services. The Service continued to look at opportunities moving forward e.g. with the Ambulance Service. Health and Safety and Staff Wellbeing had been priorities for the Service throughout the pandemic. Where possible, savings had been made e.g. utilising the fuel savings initiative for emergency services at the height of the pandemic. The final area examined was ways of working, i.e. what lessons the organisation had learned and lessons that could be taken forward across the Service.

Those interventions requiring face to face contact had been more problematic. The most serious cases had been dealt with, but work was now restarting with vulnerable communities on engagement work such as fire safety.

Training had also been limited during Lockdown, as the Service was quite dependent on other Fire Services' training facilities, most of which had closed. The benefits of digital technology had allowed the Service to connect, but there had been an acknowledgement that face to face connections within organisations were invaluable, and the only way to do this was to make all our premises Covid secure. Fire Headquarters were now open, giving staff the ability to work back on site, but staff were being advised to work at home where possible. Going forward, a more localised approach to Covid, with some flexibility, was required, to continue to provide service to the public.

A Member commended the Service for the care and concern in supporting staff during the first lockdown. However, she expressed concern regarding five man crews on fire appliances, in terms of whether social distancing could be complied with. It was confirmed that it was not possible to practice social distancing with five men crews, but measures would be taken e.g. PPE provision, face covering in appliances and travelling with windows open. The key issue was balancing those risks against *not* riding with five people on an appliance. It was noted that different Fire Services had taken different

approaches, and these were outlined. The crew of four on appliance was to enable one person to be isolated from the rest of the crew, should there be an outbreak and 30% of crews were not available due to the virus. Fortunately, that situation had not arisen. Other measures being taken to reduce the risk of transmission were outlined.

A Member commented that in Cambridge city, there was a lot of concern about the return of students, and steps were being taken by both universities, although there were issues when students lived off campus, and the potential impact on the wider county from individuals who worked in Cambridge but lived further afield.

A Member was pleased to note that throughout this challenging time, the Service continued in its commitment to the health and wellbeing of staff. With regard to testing and the Track and Trace systems in place nationally, the Member asked what the Service's experience was, especially of the timescales involved. Officers advised that really good links had been developed with Public Health England, and there was a mechanism by which the Service could offer tests to staff and their families, and had therefore not seen the impact others have across the country, with tests results available in 24-48 hours.

A Member commented that personal interrelationship should not be underestimated, and many younger people could not have an office in their flat or house share. He also expressed concern that working at home led to a temptation not to put in the required number of hours in a day. Many people thrived on human interaction, and he suggested that much could be learned from the example of the House of Commons, who were continuing to meet in a Covid secure way, whilst acknowledging there were circumstances where virtual meetings were more appropriate. Another Member disagreed strongly with these comments, commenting that it needed to be recognised by Members that all local government staff were working hard in very difficult circumstances, and Members should be more flexible in their expectations. Moreover, he did not feel the House of Commons was an exemplar in these times, and commented that any such association was unwelcome. Another Member commented that people who worked from home often worked longer hours than they were required to do.

With regard to the economic recovery cost, a Member asked what would happen in the event the funding was unspent. Officers reassured the Member that there was no risk of the funding being unspent.

With regard to the arrangements for Bonfire Night, it was confirmed that arrangements would be very different this year. Bonfire Night itself was usually relatively quiet for the Service due to organised displays, but this year, there would be more bonfires at home, and there was therefore going to be a concerted communications campaign, promoting fire safety.

In terms of staff affected by Covid-19, Members noted that whilst the exact figures were not available, the figures were low, and there had been an outbreak at March fire station.

Noting the reduction in the numbers who had to man engines, a Member asked if this would benefit rural stations. Officers advised that availability of fire engines continued to be an issue, but during Lockdown, many retained firefighters were furloughed, so there was actually increased availability. Post Covid, the intention was to go back to crews of five, but there was a danger that the casual observer may feel that a crew of four was adequate. This was a real concern, because in rural areas with longer attendance times, a crew of four was not ideal. If the current shift system was not conducive to a crew of five, a change to a mixed shift system may be required, which was also undesirable. It was therefore important to work with staff and carefully monitor the rate of the virus and respond accordingly, as it would be detrimental to change the shift system unnecessarily.

A Member commended the report, commenting that it was an indication of the sterling work being done by teams across the organisation. The Member highlighted the potential issue with adjacent areas, where Covid-19 rates may be increasing at a greater pace e.g. Gamlingay Fire Station was just across the border from Potton, a relatively small community which had recorded eight cases in a week. Calls from adjacent areas could potentially increase the risk of transmission to staff, and the Member felt that this needed to be recognised and the risk addressed. The Chairman agreed that this was a good point that needed to be picked up. Officers advised that the Corkers Crisp fire in the summer was the first major incident with appliances attending from other Fire Services. There had been regional work with Fire & Rescue Services to make them aware of Cambridgeshire's procedures and requirements in terms of individuals working at incidents in the county, as some did not have the same PPE requirements. There was now a good understanding by adjacent Fire Services.

The Chief Fire Officer commented that whilst the priority was keeping staff safe, the points made about maintaining human contact were really important, and this had been lacking during lockdown. The senior team had been visiting stations and taking actions to strike a balance, maintaining staff safety whilst at the same time maximising opportunities for human contact

It was resolved unanimously to note the content of the update.

156. Equality and Inclusion Compliance Report 2019-2020 (including Gender Pay Gap)

Members of the Fire Authority received a report about equality progress in the year 2019/20 and the gender pay gap as at March 2020. The annual Equality and Inclusion Compliance Report ensured the Authority met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations

2011 and 2017.

Members noted key statistics relating to gender, ethnicity, disability, sexuality and religious belief in relation to areas such as recruitment, retention and career progression. Examples were given of actions that had been taken to promote diversity across the Service.

A Member commented favourably on the scope of the report and suggested the wide range of areas covered confirmed that the Service had an extremely wide range of concerns about the staff it employed. With regard to the "... limited English language of attendees", he suggested that it would be better to monitor the ethnicity of *non* attendees. Officers acknowledged this point, but commented that this would be difficult to determine accurately, and instead the focus was on encouraging attendance and therefore engagement of a wide range people to a variety of events.

A Member asked if the Service compared information on numbers and recruitment practices with Police colleagues, to see if any lessons could be learned. Officers confirmed that the Police had had more success with recruitment from a more diverse range of people. A Member observed that the Police started its proactive approach to recruitment from diverse communities about ten years before the Fire Service, and therefore the Service's figures should continue to improve going forward. Officers agreed, adding that there was a long period of time where the Service had not been recruiting, and this would have exacerbated the problem.

A Member observed that for the Safe and Well visits, only 3% of those engaged were from BAME communities, which was less than the local BAME demographic. She queried whether there was any indication on how this related to the percentage of incidents affecting BAME communities, and whether there was therefore a priority to increase Safe and Well visits to those groups. Responding, officers advised that incidents affected people in certain demographics more than others, but identification and engagement could be difficult e.g. as some people in BAME communities were not registered with GPs.

It was resolved unanimously to:

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

157. Audit Completion Report 2019-20

Members considered an update on the outcome of the appointed auditors' annual audit and audit completion report for 2019/20. BDO representatives outlined the processes to date, and advised that the large majority of the audit had now been done. The main item outstanding related to Pension Fund

Members noted:

- the materiality thresholds, the material misstatement identified and a material adjustment made to the accounts in relation to the McCloud judgement;
- each of the audit risks identified, the risk rating against each of these and findings against these, and the conclusion that there was no evidence of management override or bias;
- there had been a few minor misstatements in accounts which had been addressed. Within the valuation report, the valuer had raised a materiality uncertainty statement, which was entirely driven by Covid-19;
- a response was awaited from the Pension Fund auditor with regard to the evaluation of pension liabilities;
- quite a significant value adjustment was required for the McCloud judgement. The actuary had previously been over prudent in the provision for this, assuming an additional liability in the pension fund with regard to all members, whereas it would only impact on staff employed at or before 2012;
- the “Big red button” CIPFA software tool had been used to produce the accounts, there had been significant improvement this year but there had still been some narrative issues;
- the Going Concern assessment had subsequently been received from management, and BDO agreed with this Going Concern assessment;
- the unadjusted misstatements were relatively low value and these related to (i) issues on property valuations for the prior years (ii) movement in pension fund value relating to the Pension year end (31st December) being different to the year end for the Accounts (31st March); (iii) the impact of McCloud on LGPS and firefighters’ pension scheme;
- pension liability numbers had been produced by the actuary, which were reviewed by the Authority, but it was not documented that that review had taken place, so the auditors were required to make a recommendation.

Members raised the following points:

- the Cambridgeshire Pension Fund accounts were relatively straightforward compared to the County Council’s accounts, and the Fire Authority’s account were even more straightforward;
- queried the level of Reserves which seemed quite high at 10%. Officers agreed, but advised there were plans to run down those Reserves to a reasonable level of around 5-7%;

- observed that good progress had been made since the Policy & Resources Committee meeting in July, and thanked officers and auditors for their hard work in challenging times. The Member commented that Fire Authority Members needed to lead by example, and submit their related declaration forms. It was confirmed that all current Fire Authority Members had now returned their forms;
- asked whether the land material valuations were regularly reviewed. It was confirmed that all properties had been revalued as at 31/03/20 and the appropriate audit procedures had been undertaken;
- asked whether the assurances from Pension Fund auditors had been received. BDO confirmed that it was just the Audit for the Pension Fund accounts that was currently outstanding, as a result of a few unresolved issues, but this was expected imminently.

The Deputy Chief Executive thanked the BDO for their support and assistance in completing their audit work through the pandemic crisis, and commented that their common sense and practical approach had resulted in a smooth process despite the difficult circumstances.

It was resolved unanimously to:

note the audit completion report for 2019/20 attached at Appendix 1 to the report.

158. Dates of Fire Authority meetings 2021-2022

It was agreed to defer this item.

Chairman

APPENDIX 1

CHAIRMAN'S ANNOUNCEMENTS

The Fire Authority would like to add its sincere congratulations to Jaqui Gavin, Equality, Diversity and Inclusion Advisor, on her award of the British Empire Medal for services towards transgender equality in the Queen's Birthday Honours List which had been postponed from June until October to allow recognition of the COVID-19 heroes to be documented. Although Jaqui has said she feels "humbled beyond belief to have been recognised by my country" we believe it is well deserved recognition for a lifetime of commitment, perseverance and passion to transgender equality.

Members will note that there is an agenda item on the activities the Service has taken with regard to COVID-19. The recent HMICFRS inspection involved the submission of a self-assessment and interviews with key stakeholders. From my own interview, which lasted almost one hour, I gained the impression that we are well placed to come out well when compared with other authorities. Hopefully this is the case as an incredible amount of work has gone on behind the scenes and continues to do so while we prepare for most eventualities. Although SHQ is now a COVID-19 secure workplace it does not have the capacity to host a physical Fire Authority meeting and until such time as guidance allows, Members are advised that, all Authority meetings (including Committees) will continue to be held virtually.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 11 February 2021

DRAFT FIRE AUTHORITY BUDGET 2021/22

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with the proposed budget and precept for 2021/22.

2. Recommendations

- 2.1 The Authority is asked to:

- review the budget book attached at Appendix 1 and approve the recommendations detailed on Page 19 within it,
- note the Service's intended participation in a scheme to reduce council tax fraud.

3. Risk Assessment

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

4. Background

- 4.1 The Service received its draft settlement for 2021/22 on 17 December 2020. The draft Authority budget was presented to the Policy and Resources Committee for endorsement in the same month; the Committee endorsed the proposed budget and associated precept increase of 2%.
- 4.2 A consultation process on the proposed council tax increase has been undertaken and feedback from this process will be presented orally at the Authority meeting.

5. Budget Considerations

- 5.1 The budget has been built taking into account the proposed public sector pay freeze. However additional budget costs for next year have been included. These include COVID-19 related cost pressures, investment in employee wellbeing and enhanced training for firefighters.
- 5.2 The detailed budget build, included on pages 22 and 23 of the budget book, provides a line by line breakdown of the proposed budget, showing the current year budget and the proposed 2021/22 budget.
- 5.3 Attached at pages 20 and 21 of the budget book are the detailed capital budgets for 2021/22.

Source Documents	Location	Contact Officer
Budget Preparation Papers 2021/22	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

BUDGET BOOK 2021/22

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[Appendix 1 – Detailed Capital Programme](#)

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

Budget Overview

Background

The funding formula for 2021/22 contains:

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

Revenue Support Grant

The Revenue Support Grant has been increased by £0.015 million, over that received in 2020/21. This is a one year settlement. Funding has been assumed to stay flat in the medium term.

Localised Business Rates

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

Comprehensive Spending Review (CSR)

The comprehensive spending review was presented by the Chancellor in November 2020. The effect of Covid-19 has had a considerable impact on public finances and the long term Spending Review has been delayed owing to the Covid-19 pandemic.

What does it mean?

In summary the Authority will receive a total grant, including Business Rate Contributions, of £9,282k. In addition, all local authorities within Cambridgeshire has signed up to the principle of Business Rates pooling. The system seeks to enable local authorities to benefit from a share of the increases in business rates. The baseline funding levels are guaranteed.

The Revenue Support Grant and Business Rate Contributions and grants represent £6,858k of this total.

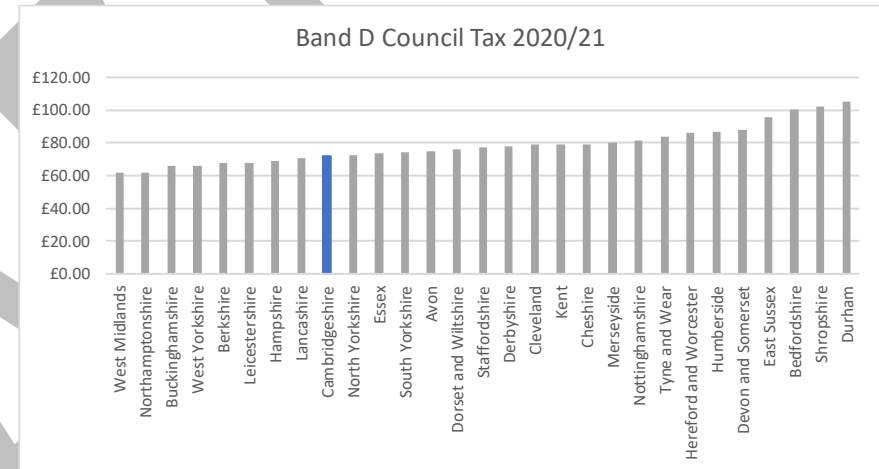
Impact of Covid-19 on Funding

The Pandemic has caused significant uncertainty around future funding specifically with regard to Council Tax collection rates and Business Rates. Government has sought to mitigate the impact of lost Council Tax revenue on all public bodies by providing a special grant that can be used to reduce the impact over a 3 year period. The grant received for Cambridgeshire Fire is £312k. This will be kept in reserve and applied each year as the impact on collection rates is known.

The Business Rate income for 2020/21 is forecast to be significantly reduced when compared to that forecast. Ordinarily, the service would deal with any variations in the next financial year. However, Government are proposing a Section 31 grant that will deal with the majority of the shortfall so the Service is proposing to deal with this separately through general reserve when the final position is known.

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

Graph 2 – Band D Council Tax 2020/21



The Budget Build-up: Revenue Expenditure

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

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

- A 2% increase in Council Tax for 2021/22;
- Non pay inflation will be 1%

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

Summary of Revenue Expenditure

2020/21 Budget £000		2021/22 Budget £000
	Expenditure	
25,730	Employees	25,983
1,563	Premises	1,648
4,431	Supplies and Services	4,663
485	Transport	492
153	Agency Costs	153
1,036	Capital Financing	956
33,398	Total Expenditure	33,895
-2,979	Income	-3,213
30,419	Net Expenditure	30,682

Attached at Appendix 2 is a detailed expenditure forecast.

Inflation

The anticipated costs of inflation between 2020/21 and 2021/22 are £156k, an average of 0.5%.

A Public Sector pay freeze was implemented as part of the CSR and annual pay award for employee's earning less than £24k per annum is forecast at 2%.

Whilst a large part of the budget is like for like with previous years, after inflation has been applied there are a number of budgets where there are cost pressures. A major focus for all employees is that of mental health and wellbeing. The service is seeking to enhance its support in this area to enable us to better respond to the needs of all our employees.

Covid-19 has impacted on specific costs across the service. This has led to increased costs for Personal Protective Equipment and Cleaning.

The final significant addition in the budget relates to costs associated with the Service enhancing the skills of its firefighters with regard to administering emergency first aid at an incident.

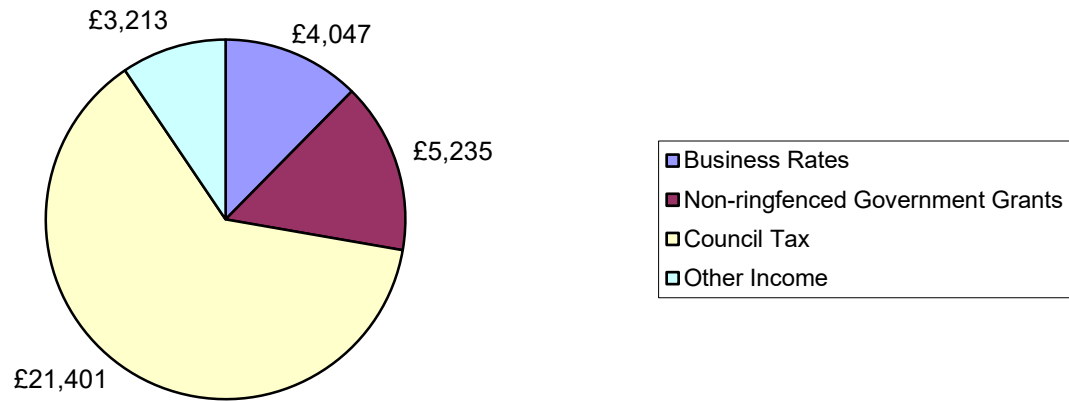
Financing the Budget

	£'000	%
Adjusted Budget 2020/21	30,419	
Inflation and Pressures	156	0.5
Budget Variations	333	1.1
Service pressures/efficiencies	-226	-0.7
Budget Requirement 2021/22	30,682	
Less:		
Transfer from reserves	0	
RSG & NNDR	-9,282	
Recommended Precept 2021/22	21,400	

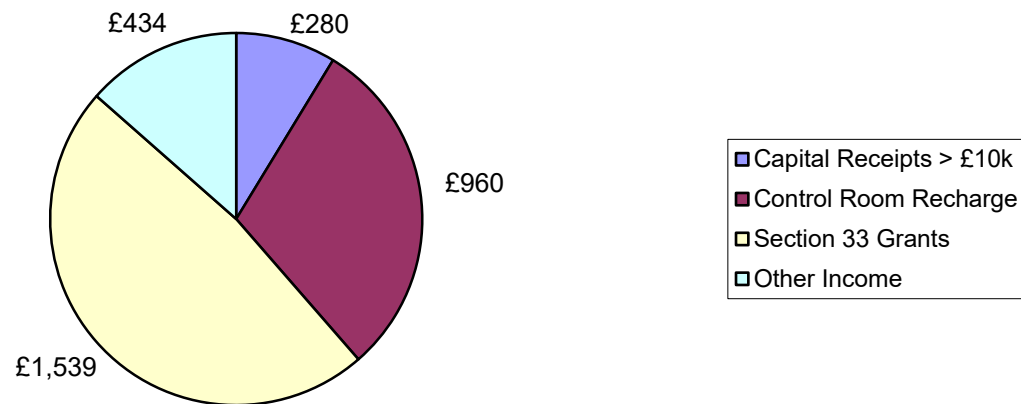
The following page shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2021/22 to 2023/24

	Estimate 2021/22		Forecast 2022/23	Forecast 2023/24
	£'000	Incr. %	£'000	£'000
Budget (previous year)	30,419		30,682	30,091
Wholetime Firefighters Pay	0			
On-Call Firefighters Pay	0			
Fire Control Pay	0		0	0
Local Government Employees Pay (LGEs)	0		41	0
Other Price Inflation	156			
Inflation	156	0.5%	602	550
LGE Staff	130			
Control Room Staff	3			
Firefighters	5		0	
Operational Activity	99		0	
Insurances	0			
Capital Charges	7		198	200
Other	89		-209	21
Budget Variations	333	1.1%	-11	221
Service Pressures/Efficiency Savings				
Budget Holder Savings	-226	-0.7%	-1,182	272
Service Pressures/Efficiency Savings	-226	-0.7%	-1,182	272
Budget Requirement	30,682	0.9%	30,091	31,134
Less:				
Settlement Amendments	0			
RSG	-2,811			
Transfer to Special Grant re localisation Reserve	0			
Developer Revenue Grant Contributions			0	0
NNDR Related Grant (Top Up Grant)	-2,424		-3,816	-3,854
National Non-domestic Rates	-4,143		-4,087	-4,128
Transfer from reserves	0		0	0
Fire Authority Precept	21,400		22,188	23,152
Tax Base	291,046		295,473	297,937
Band D Tax	£73.53		£75.35	£77.71
Year on Year Increase	2.00%		2.5%	3.1%

How we are funded (£'000)



Analysis of other income (£'000)



The Budget Build-up: Capital Expenditure

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

The Capital Budget for 2021/22 amounts to £10.477m and is summarised below:

Schemes	£'000
Vehicles including Fire Appliances	2,258
Property Schemes	7,172
Operational Equipment	272
IT and Communications	775
Total Expenditure	10,477

A schedule setting out the medium term capital programme for 2021/22 to 2024/25 is shown on the next page.

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

The revenue budget accounts for the financing costs of the schemes in 2021/22 and future years.

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

	£'000
PWLB Loan	2,550
Capital Receipts	457
Revenue Contribution	637
Transfer from reserves	6,833
Total Financing	10,477

DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
CAPITAL EXPENDITURE (details – Appendix 3)				
Vehicle Replacement Programme	2,258	1,672	1,458	1,747
Equipment	272	205	211	107
Property Maintenance & Land	7,172	4,220	1,220	1,220
IT & Communications	775	350	350	350
TOTAL EXPENDITURE	10,477	6,447	3,239	3,424
FINANCED BY:				
Loan	2,550	2,567	2,585	2,360
Capital Receipts	457	375	237	447
Revenue Contribution to Capital Outlay (RCCO)	637	505	417	617
Transfer from Reserves	6,833	3,000	-	-
Capital Grants	-	-	-	-
TOTAL RESOURCES	10,477	6,447	3,239	3,424

Treasury Management Strategy Statement

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

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

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

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

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

The suggested strategy for 2021/22 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

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

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

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

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

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

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

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

	2021/22 £m	2022/23 £m	2023/24 £m
Affordable Borrowing Limit			
Total Budget excl. capital	29.726	29.071	30.004
Total Budget incl. capital	30.682	30.091	31.134
Difference	0.956	1.020	1.130
Band D Impact	£3.28	£3.46	£3.79
Band D Authority Tax	£73.53	£75.69	£77.58
Band D Increase	£1.44	£2.16	£1.89

	2021/22 £m	2022/23 £m	2023/24 £m
Capital Financing Requirement	6.003	8.387	10.720
Operational Boundary	9.587	12.154	14.739
Authorised Limit	11.087	13.654	16.239
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	Upper Limit	Lower Limit
Maturity Structure of new Fixed Rate borrowing in 2020/21:		
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

The Authority's current portfolio position at 31/12/20 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
Gross Debt		3.200	
Total Investments		15.178	
Net Investment		11.978	

The anticipated borrowing requirements of the Authority are detailed below:

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
New Borrowing	2,550	2,567	2,585	2,360
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
Total	2,550	2,567	2,585	2,360

Prospects for Interest Rates

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

Sector Bank Rate Forecasts for financial year ends (March)

- 2020/ 2021 0.10%
- 2021/ 2022 0.10%
- 2022/ 2023 0.10%
- 2023/ 2024 0.10%

PWLB maturity certainty rates year to date to 31st December 2020
Note that the margin over gilt yields for certainty PWLB rates was cut by 100 bps from 180 bps to 80 bps on 25.11.20. There has not been a great deal of financial market volatility in PWLB rates since the start of the financial year, apart from a more significant spike up during the second half of August into early September and in mid-November.

The 50 year PWLB target certainty rate for new long term borrowing was unchanged at 2.30% all year to date until the margin change on 25.11.20 when it fell to 1.30%.

Link Treasury Services Ltd's report quarter ending December 2020 stated that the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecasts above, no increase in Bank Rate is expected within the forecast horizon ending on 31st March 2024 as economic recovery is expected to be only gradual.

Borrowing Strategy

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

This Authority's total investments exceed gross debt with net investments of £11,978m. The general aim of this treasury management strategy is to reduce this total over the next three years in order to reduce the credit risk incurred by holding investments. Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast caution will be adopted with the 2021/22 treasury operations - the aim will be to minimize debt interest costs. The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

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

Investment Policy

The Authority will have regard to the MHCLG's Guidance on Local Government Investments, ("The Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, ("the CIPFA TM Code"). The Authority's investment priorities are:

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

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

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

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

Creditworthiness Policy

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

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

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

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

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

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

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

Investments Strategy

Bank Rate is currently 0.10% with no increase expected for some time until economic recovery is expected to only be gradual.

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

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

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

Treasury Management Consultants

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

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

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

Scheme of Delegation and Role of Section 151 Officer

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

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

Minimum Revenue Provision Policy Statement

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

The Authority implemented MHCLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2021/22 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2021/22 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2021 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

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

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided

up in cases where there are two or more major components with substantially different useful economic lives.

Chief Financial Officer's Statement

Statutory Declarations

Chief Financial Officer's Statement

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

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

Robustness of Estimates

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

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

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. It is anticipated that these risks can be managed using contingencies and, if necessary, reserves. This is consistent with the Authority's Medium Term Financial Strategy.

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

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2021/22.

Adequacy of Reserves

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

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

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

At 31 March 2020, the Authority's usable General Reserve balance was £3,185k, representing 10% of the revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Community Safety Reserve to allow for the continuation of the Home Smoke Alarm Initiative, and a Wholetime Recruitment Reserve to provide for any non-controllable changes in the year, relating to operations.

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

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

The Wholetime Recruitment Reserve of £975k is being maintained at this level. This will allow release of revenue but provides for any non-controllable changes in the year, relating to operations and be financed from this reserve.

The level of reserves is important, not only for the budget 2021/22 but also in formulating the Medium Term Financial Strategy. The table below provides a detailed estimate on how reserves will be used over the medium term.

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

Estimated General / Earmarked Reserve Breakdown 2020/21

	19/20	20/21	21/22	22/23	23/24	Narrative
	£'000	£'000	£'000	£'000	£'000	
Estimated Reserves at Start of Financial Year	12,876	13,289	12,374	4,966	4,966	
Property Development Reserve	8,406	8,406	8,406	2,454	2,454	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. A decision on Planning is expected imminently (before end of January 2021) on the proposed Training Centre and Fire Station at St John's in Huntingdon. This reserve will be used to finance the build and then partly re-imbursed through the sale of land at St Ives and Huntingdon.
Capital Financing Property Improvements		-	5,952	3,000	3,000	
General Reserve	2,470	3,185	2,470	1,589	1,589	
Capital Financing	-	715	-	881		
Underspend	715					
Community Safety Reserve	200	-	-	-		This reserve is held to fund specific projects and programmes. It will be called upon when required but it is not expected to be held for the long-term.
Operational Firefighter Reserve	975	975	400	400		The Service is currently over-established for Firefighters and this reserve will be used to cover any overspend in the short-term.
Pension Reserve	523	523	523	523		This reserve is held to fund ill health retirements that are often unexpected and to fund the current funding shortfall owing to the revaluation of the Firefighter Pension Fund.
Estimated Reserves at Year end	12,574	12,374	4,966	4,966	4,043	
General Reserves at Year end	2,470	2,470	1,589	1,589	1,589	
Earmarked Reserves at year end	10,104	9,904	3,377	3,377	2,454	

Proposed Recommendations

1. That approval is given to a Fire Authority budget requirement of £30,682,450.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £20,400,590.
3. That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (291,046):

Band	Authority Tax	Band	Authority Tax
A	£49.02	E	£89.87
B	£57.19	F	£106.21
C	£65.36	G	£122.55
D	£73.53	H	£147.06

4. That approval is given to the Prudential and Treasury Indicators as set out on page 10.
5. That approval is given to the Treasury Management Strategy Statement on pages 9 to 14.
6. That approval is given to the Capital Programme detailed at page 7.
7. That approval is given to the Minimum Revenue Provision Policy Statement detailed at page 15.

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2021/22 TO 2024/25

	2021/22		2022/23		2023/24		2024/25	
	No.	£'000	No.	£'000	No.	£'000	No.	£'000
Vehicle Replacement Programme								
Water Tender/Rescue Pumps	3	759	3	759	3	759	3	759
Multistar (Aerial Appliance)	-	-	-	-	-	-	-	-
Service Vehicles (Cars)	28	675	35	831	15	388	29	642
Small/Derived Van	12	150	2	28	-	-	12	150
Medium Van's	5	117	-	-	2	47	5	117
Large Van	2	54	2	54	-	-	2	54
Personnel Carrier/MPV	1	25	-	-	-	-	1	25
Rescue Vehicle	2	214	-	-	-	-	-	-
Foam Water Carrier	-	-	-	-	1	264	-	-
Car Transporter	-	-	-	-	-	-	-	-
Command Support Unit	1	264	-	-	-	-	-	-
Total Vehicle Replacement Programme	54	2,258	42	1,672	21	1,458	52	1,747
Equipment								
Heavy Duty Combi's	11	165	1	15	-	-	-	-
Appliance Ladders	3	22	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	1	22	-	-
BA Compressors (Small)	-	-	3	42	3	42	-	-
New workshop ramp	-	-	-	-	-	-	-	-
MARS units	-	-	5	10	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	1	40	-	-
LPP's (Light Portable Pumps)	3	18	3	18	3	18	3	18
Airbags	-	-	-	-	-	-	-	-
Defibrillators	-	-	35	31	-	-	-	-
Total Equipment	31	272	64	205	25	211	20	107

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2021/22 TO 2024/25 (Cont.)

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Property Maintenance and Land				
SHQ – External repair and maintenance	60	-	-	-
SHQ – Internal update	-	40	-	-
SHQ – Car park extension	-	-	100	-
Cambourne – provision of On-Call facilities	40	-	-	-
Cambridge – Appliance bay floor	-	20	-	-
Ely – Station refurbishment and upgrade	-	300	-	-
Gamlingay - Station refurbishment and modernisation	70	-	-	-
Linton - Station refurbishment and welfare facilities	-	-	60	-
Manea - Station refurbishment and welfare facilities	-	-	60	-
Sutton - Station refurbishment and welfare facilities	-	-	50	-
Papworth - Station refurbishment and welfare facilities	-	-	80	-
Ramsey – Station modernisation	-	-	70	-
Kimbolton – Station modernisation	50	-	-	-
St Neots – Station refurbishment and upgrade	250	-	-	-
Stanground and Dogsthorpe – Training facility	200	-	-	-
Thorney – Station modernisation	-	-	30	-
Wholetime station drill yards	300	-	-	-
Investment in On-call sites (IRMP)	200	-	-	-
On-call replacement roof programme	-	-	300	-
Wholetime replacement roof programme	-	270	-	-
Environmental invest to save	-	100	-	-
Electrical upgrades	-	200	-	-
Heating systems	-	240	-	-
Community Safety functional building	-	-	350	-
Stanground – 1 st Floor Upgrade	-	-	70	-
All Sites – Remaining works from condition surveys	-	-	-	1,170
New Training Centre and Huntingdon Fire Station	5,952	3,000	-	-
Enhancement/Contingency	50	50	50	50
Total Property Maintenance and Land	7,172	4,220	1,220	1,220
IT and Communications				
Essential system enhancements	775	350	350	350
Total IT and Communications	775	350	350	350

2020/21 £'000		2021/22 £'000
	Expenditure	
18,409	Firefighters and Control Room Staff	18,528
6,786	Support Staff	6,916
477	Training	481
58	Other Staff Costs	58
25,730	Total Employee Costs	25,983
346	Repairs and Maintenance	348
320	Heating and Lighting	320
168	Cleaning Contract	168
729	Rents and Rates	812
1,563	Total Premises Costs	1,648
82	Office Equipment and Furniture and Fitting	83
979	IT Equipment	984
388	Clothing and Uniform	389
967	Communications	988
368	Mutual Protection	411
58	Subscriptions	58
34	Corporate Support	35
78	Community Safety	64
85	Fire Protection Expenses	85
90	Health and Safety	141
103	Members Fees	103
97	Audit Fees	98
90	Legal Fees	90
199	Consultant Fees	231
48	Printing and Stationery	48
	Cont.....	

2020/21 £'000		2021/22 £'000
17	Postage	17
73	Travel and Subsistence	73
31	Advertising	31
101	Hydrants/BA Maintenance	102
306	Operational Equipment/Infrastructure	397
108	Project Delivery Costs	108
129	Other Supplies and Services	127
4,431	Total Supplies and Services Costs	4,663
69	Car Allowances	69
276	Petrol, Oil and Tyres	279
140	Repair and Maintenance of Vehicles	144
485	Total Transport Costs	492
129	Section 2 and 12 Charges	130
24	Service Level Agreements	23
153	Total Agency Charges	153
1,036	Capital Financing	956
1,036	Total Capital Charges	956
-56	Capital Receipts > £10k	-280
-951	Control Room Recharge	-960
-1,539	Section 33 Grants	-1,539
-433	Other Income	-434
-2,979	Total Income	-3,213
30,419	Net Revenue Expenditure	30,682

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Monitoring Officer - Shahin Ismail

PRESENTING OFFICER(S): Monitoring Officer - Shahin Ismail

Telephone 01480 444556

shahin.ismail@cambridgeshire.gov.uk

DATE: 11 February 2021

MEMBERS' ALLOWANCES SCHEME 2021/22

1. Purpose

- 1.1 The purpose of this report is to seek approval from the Fire Authority of a Members' Allowances Scheme for the next 12 months and agreement to consider review options at a future date.

2. Recommendations

- 2.1 It is recommended that;

- the allowance rates within Appendix 1 are agreed and applied for the period 1 April 2021 to 31 March 2022;
- the Authority receives, at its next meeting, options and costs for a review of its allowances scheme to commence on 1 April 2022.

3. Risk Assessment

- 3.1 **Political** – membership of the Authority Committees has to comply with the requirements of the Local Government and Housing Act 1989 and reflect the overall political proportionality of the Authority except for those Committees where the requirement has been waived by unanimous vote of the Authority. This also ensures that no individual or political party will benefit disproportionately from the Scheme.
- 3.2 **Economic** – the Authority not only has a duty to ensure it complies with applicable statutory instruments but that any such scheme is managed efficiently, effectively and cognisant of any National Joint Council pay awards.
- 3.3 **Legal** – the Authority are required under the Local Authorities (Members' Allowances) (England) Regulations 2003 to put in place a compliant scheme for the payment of allowances to its Members. Failure to do so would place the Authority in breach of its legal duty.

4. Review Methodology

- 4.1 Historically, the most cost effective method of reviewing Member allowances (required every four years) has been to ask Cambridgeshire County Council (CCC) to consider Authority requirements as part of its own review.
- 4.2 Members will recall that CCC commissioned and subsequently rejected the report findings of an Independent Remuneration Panel on Members' Allowances at their meeting in July 2018 and approved an alternative scheme. In light of this and the potential for changes in fire governance, the Authority agreed a twelve month extension of their existing scheme for 2018/19, 2019/20 and 2020/21; the latter is due to expire on 31 March 2021.
- 4.3 It is now known that any potential changes to fire governance are dependent on the election of a permanent Police and Crime Commissioner in May 2021 and the post holder then declaring an intent to submit a new business case for change to the Home Secretary.
- 4.4 In late November 2020 the government published *Spending Review 2020* in which the Chancellor announced public sector pay for most local government employees was to be paused for 2021/22. The Local Government Association (which represents the employer side in the National Joint Council) said that it is not bound by this pay policy but that pay awards will depend on the funding that local government receives through the financial settlement. It is now known that fire and rescue employees will not be receiving a pay rise in 2021/22.
- 4.5 As a consequence of paragraphs 4.2 to 4.4 above, it is felt that the Authority's existing scheme (Appendix 1) should prevail for a further 12 months with no increment applied and that the Authority gives consideration to looking at alternative review mechanisms.
- 4.6 The cost of the scheme, based on current membership and committee structure (excluding ad-hoc additional responsibilities, travel and subsistence and Type 3 Project Boards which will fluctuate throughout the year) will be £80,245.76 in 2021/22.

Source Documents	Location	Contact Officer
Members' Allowances Scheme The Local Authorities (Members' Allowances) (England) Regulations 2003 The National Association of Local Councils – The Good Councillor's Guide	Hinchingbrooke Cottage Brampton Road Huntingdon PE29 2NA	Monitoring Officer 01480 444556



MEMBERS' ALLOWANCES SCHEME

2021/22

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

SCHEME OF MEMBER ALLOWANCES

1. INTRODUCTION

- 1.1 This scheme has been adopted by Cambridgeshire and Peterborough Fire Authority (the Authority), as its local scheme in accordance with the provisions of the Local Authorities (Member Allowances) (England) Regulations 2003. The scheme comes into effect from 1 April 2021.
- 1.2 In this scheme the following definitions apply:
- “Member” means any councillor appointed by a constituent authority to serve on the Cambridgeshire and Peterborough Fire Authority;
- “Independent Member” means a person who is not appointed by a constituent authority but by the Fire Authority itself to serve on any of its committees/subcommittees or panels.
- 1.3 Unless amended in the intervening period, this scheme covers the period 1 April 2021 to 31 March 2022.

2. SCHEME OF ALLOWANCES

- 2.1 Members of Cambridgeshire and Peterborough Fire Authority are entitled to claim the following allowances, as specified in this Scheme:
- Basic Allowance
 - Special Responsibility Allowance
 - Travel and Subsistence Allowance
- 2.2 In preparing this scheme of allowances, due consideration had been given to the report made by the Independent Remuneration Panel set up by Cambridgeshire County Council.
- 2.3 Any Member who wishes to forego entitlement to all or part of their allowances should notify the Deputy Chief Executive Officer in writing.
- 2.4 The Authority is obliged to make public all payments made to Members under this scheme of allowances (see paragraph 10).

3. BASIC ALLOWANCE

- 3.1 The Authority shall pay to each Member an annual basic allowance, as set out in Schedule 1.
- 3.2 The Basic Allowance is intended to contribute to expenses incurred as a result of carrying out Authority business and other semi-official activities carried out by Members – such as the use of the home and telephone. The allowance is not intended to recompense Members for all the time they devote to Authority business, as it is assumed that some elements of the work of Members are undertaken on a voluntary basis.
- 3.3 This allowance will be paid automatically in equal monthly instalments, one month in arrears. It may be subject to tax and national insurance deductions (see paragraph 8). The payment will be made one month in arrears direct to the nominated bank or building society account, normally on the last working day of each month.
- 3.4 If a Member is replaced on the Authority by another Member, then the basic allowance will be adjusted in accordance with the number of days to which they are entitled. If a Member is suspended or partially suspended in accordance with Part III of the Local Government Act 2000 or regulations made there under, then the allowance payable for that period shall be withheld.

4. SPECIAL RESPONSIBILITY ALLOWANCE

- 4.1 In addition to the Basic Allowance, a Special Responsibility Allowance (SRA) will be paid to Members who have special or additional responsibilities and/or hold particular posts. The categories of SRA's are set out in Schedule 1.
- 4.2 Subject to paragraph 4.4 below, Members will be restricted to being in receipt of one SRA at any one time.
- 4.3 An ad-hoc SRA may be payable to a Member designated by the Policy and Resources Committees for undertaking significant additional responsibilities and workload in relation to a particular ad-hoc project as determined by the Committee. The allowance shall be payable for the period that the Member concerned is actively involved in the project or as determined by the Committee. The SRA will be payable only where authorised in advance by the Policy and Resources Committee. Only one such allowance will be payable at any one time.
- 4.4 To reflect the amount of work involved on the part of the individuals concerned, an SRA of £1,071.93 shall be paid to Members sitting on Type 3 Project Boards; Members will be able to receive this SRA in addition to any other SRA that they receive under this Scheme.
- 4.5 This allowance will be paid automatically in equal monthly instalments, one month in arrears. It may be subject to tax and national insurance deductions (see paragraph 8). The payment will be made one month in arrears direct to

the nominated bank or building society account, normally on the last working day of each month.

- 4.6 Where a Member takes up or relinquishes a post that carries a SRA during the course of a financial year, the allowance will be adjusted in accordance with the number of days to which they are entitled.
- 4.7 If a Member is suspended or partially suspended in accordance with Part III of the Local Government Act 2000 or regulations made there under, then the allowance payable for that period shall be withheld.

5. DEPENDENT CARERS' ALLOWANCE

- 5.1 Under the legislation, the Authority is not entitled to pay any dependent carers' allowances.

6. PENSION

- 6.1 Under the legislation, the Authority is not entitled to decide that any of its allowances be pensionable.

7. TRAVEL AND SUBSISTENCE ALLOWANCES

- 7.1 Travel and subsistence allowances are payable in respect of attendance at events regarded as approved duties. These relate to:
- Attendance at designated meetings as part of the internal political management process.
 - Attendance at events as the formally designated representative of the Authority.
 - Attendance by invitation at designated events as part of the advisory process.
 - Attendance at designated external conferences and courses.
- 7.2 The full range of approved duties for which travel and subsistence allowances apply is set out in Schedule 2. The level of travel and subsistence allowances payable shall be set having regard to the rates set by the National Joint Council.
- 7.3 Travelling and subsistence allowances are not payable for journeys undertaken outside the geographical County of Cambridgeshire other than for authorised attendance on behalf of the Authority at those meetings under Schedule 2 that are held outside the County. International travel and attendance at regional meetings held outside the region shall require approval in advance by Group Leaders.
- 7.4 Travel and subsistence allowances are not payable in relation to:
- A social function of any nature other than civic, ceremonial or courtesy visits by the Chairman in relation to his/her area of responsibility or by any other

Member on behalf of the Chairman of the Authority.

- Attending parish council meetings, Members' surgeries or consultation (other than as the Authority's formally designated representative) or unofficial visits to local fire service establishments.
- Voluntary attendance at any meeting of the Authority's committee meetings, an outside body or other organisation.
- Visits by Members to Authority offices to undertake research or for individual discussions with officers on issues of general interest only and not related to a local constituency issue.
- Attendance at any party political or union meeting.

7.5 Where Members are unsure as to whether a particular event is eligible for the payment of travel and subsistence allowances, they should consult the Deputy Chief Executive Officer who shall be authorised to determine whether these allowances should apply.

8. TAX AND NATIONAL INSURANCE (NI) ARRANGEMENTS

8.1 This section is intended to provide a brief summary, for information purposes, of the tax implications associated with the allowances set out in this scheme. The Authority does not guarantee that the information is necessarily accurate or appropriate for individual Members. It is for each Member to satisfy themselves personally that their tax and insurance arrangements are in order.

8.2 Basic and SRAs are all subject to income tax and NI as they are payments made in respect of duties of an office. Travel and subsistence may be the subject of income tax and Members are asked to keep appropriate records to satisfy any enquiries the Tax Office may make.

8.3 Tax will be deducted at the basic rate unless the Authority is notified to the contrary by the Inland Revenue and Customs.

8.4 NI contributions on allowances will be in accordance with the prevailing HMRC guidance and the Authority is not responsible for checking aggregated figures for individual Members sources of income.

8.5 Members who are self-employed or have elected to pay reduced rate NI contributions will need to discuss this with HMRC.

8.6 The receipt of allowances from the Authority may affect Members who are receiving Department for Work and Pensions (DWP) Benefits. All allowances should be declared to the DWP who will advise Members of any impact on their benefits. Members should note that failure to disclose any allowance to the DWP may result in prosecution.

9. INDEXING OF ALLOWANCES

- 9.1 The basic allowance and SRAs will be automatically updated each year for inflation in line with the National Joint Council increase applied to staff salaries. This arrangement will apply for a maximum of 4 years, before the scheme has to be reviewed.

10. PUBLIC INSPECTION

- 10.1 In accordance with the legislation, the Authority is obliged to publish details of the total sum paid during the financial year to each recipient. Records of payments must be made available for inspection to the public on request.

11. SUSPENSION OF ALLOWANCES

- 11.1 Authority meetings are important, formal events with a clear purpose – to make decisions. Each Member of the Authority has a responsibility to attend meetings when summoned to do so; the notice to attend an Authority meeting is, in law, a summons. This encompasses attendance at full Authority meetings and any committees/subcommittees or panels to which a Member is assigned.
- 11.2 Attendance sheets are maintained for each meeting and are also a mechanism for recording apologies. 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 to consider the suspension of allowances payable for the period in question. The outcome of any such discussions will be communicated, in writing, to the Member concerned.

12. OFFICER CONTACTS

- 12.1 If Members require any assistance with particular aspects of the scheme, please contact the relevant Officer as indicated below:

Monitoring Officer	01480 444556
Payroll Officer	01480 444543

SCHEDULE 1

DETAILS OF ALLOWANCE	2020/21	2021/22	COMMENTS
All Fire Authority Members	£2583.31	£2583.31	
Chairman of the Fire Authority	£12916.60	£12916.60	
Vice-Chairman of the Fire Authority	£9687.45	£9687.45	75% of Chairman
Fire Authority Liberal Democrat Group Leader	£5039.20	£5039.20	£2000 plus 1/17 th of Chairman per Member in Group
Fire Authority Labour Group Leader	£3519.60	£3519.60	£2000 plus 1/17 th of Chairman per Member in Group
Fire Authority Independent Group Leader	NA	NA	
Chairman, Policy and Resources Committee	£5166.64	£5166.64	40% of Chairman
Chairman, Overview and Scrutiny Committee	£5166.64	£5166.64	40% of Chairman
For ad-hoc additional responsibilities as defined by the Policy and Resources Committee	£53.00 per month	£53.00 per month	Maximum of one ad-hoc SRA payable at any one time
Members sitting on Type 3 Project Boards	£1071.93	£1071.93	

MILEAGE RATES FOR USING PRIVATE MOTOR VEHICLES				
	451-999 cc	1000-1199 cc	Over 1200 cc	
Rates from 6 April 2011 Per mile up to 8500	Payment per mile will be the maximum mileage rate on which there is no taxable benefit as advised by the Inland Revenue (currently 45 p per mile)			

SCHEDULE 2 – TRAVEL AND SUBSISTENCE ALLOWANCES

Travel Allowances

1. Reimbursement of expenditure on travel by public transport shall not exceed the amount of the ordinary fare or any available cheap fare. In exceptional circumstances and to facilitate the conduct of the Authority's business, reimbursement of the first class fare will be payable.
2. The rate for travel by a Members own solo motor cycle shall be 24 pence per mile regardless of engine size.
3. The rate for travel by a Members own private motor vehicle shall be as per the HMRC Maximum Mileage rate (see Schedule 1).
4. The mileage rates payable will be increased in respect of the carriage of passengers based on the rate advised by HMRC, currently 5 pence per passenger, per business mile carried.
5. Expenditure incurred on tolls, ferries or parking fees, including overnight garaging will be reimbursed on production of evidence of the expenditure having been incurred, except in circumstances where no receipts are issued where this requirement will be waived.
6. The rate of travel by taxi-cab or cab shall be:
 - a) in cases of urgency or where no public transport is reasonably available, the amount of the actual fare and any reasonable gratuity paid as indicated on a receipt, and
 - b) in any other case the amount of the fare for travel by appropriate public transport.
7. The rate of travel by a hired motor vehicle, other than a taxi-cab, shall not exceed the rate which would have been applicable had the vehicle belonged to the Member who hired it, except where authorised in advance by the Authority, where the rate may be increased to an amount not exceeding the actual cost of hiring.
8. The cost of travel by air will be reimbursed where authorised in advance by the Authority where:
 - a) this is less than the rate applicable to travel by appropriate alternative means of transport together with an allowance equivalent to the amount of any saving in attendance allowance or financial loss allowance and subsistence allowance consequent on travel by air, or

- b) the saving in time is so substantial as to justify payment of the fare for travel by air, provided that the amount shall not exceed:
 - i. the ordinary fare or any available cheap fare for travel by regular air service; or
 - ii. where no such service is available or in case of urgency, the fare actually paid by the Member.

Subsistence allowances

1. The Authority will reimburse the cost of meals taken by Members in connection with approved duties involving an absence (not overnight) from the usual place of residence on production of receipt(s) up to the following maximum amounts:
 - i. up to 5 hours £5
 - ii. up to 10 hours £10
 - iii. up to 15 hours £25
2. In the case of an absence overnight from the usual place of residence for the purposes of attendance at an annual conference (including or not including an annual meeting) of the Local Government Association or such other association of bodies as the Secretaries of State may for the time being approve for the purpose, hotel accommodation and meals are normally booked and paid for directly by the Authority. Therefore payments of any additional allowances are not normally made.
3. Provided that the Member is otherwise entitled to claim subsistence allowances, Members may make claims without the production of a receipt provided that a letter is submitted in support of the claim explaining the circumstances to the Deputy Chief Executive Officer.
4. Subsistence allowances are not payable at meetings where a meal is provided by the Authority, whether or not the Member takes advantage of this facility, unless the Member gives at least 48 hours written notice to the Deputy Chief Executive Officer that he/she will be making their own meal arrangements on that day.

APPROVED DUTIES

The Authority specifies the following as approved duties for the purpose of the payment of travelling and subsistence allowances:

1. Attendance at any meetings of the Authority, its committees / sub committees, panels and working groups, of which the claimant is a Member or has a right to attend under the Authority's standing orders.
2. Attendance at meetings of outside bodies to which the Authority makes appointments or nominations, including any committee or sub-

committee of such a body.

3. Attendance at conferences, seminars and training events as agreed by the Authority in its calendar of meetings, or subsequently by the Chairman or the Vice Chairman.
4. Attendance at briefing meetings, consultation sessions and other events for Members convened by the Chief Fire Officer including bi-monthly updates between the Chief Fire Officer and Chairman.
5. Exhibitions, official openings and visits to premises or similar events (including induction visits) to which Members have been invited by the Chief Fire Officer.
6. Attendance by Fire Authority appointed Members or their appointed substitutes, at any meetings of any association of authorities of which the Fire Authority is a member, or bodies to which these associations also make appointments.
7. Any other duty or class of duty approved by the Authority for the purpose of or in connection with the discharge of the functions of the Authority, or its committees, sub-committees or panels. In this instance approval would be required from the Chairman or Vice Chairman.
8. Travelling allowances cannot be claimed for political group meetings, or for meetings to which only one political group has been invited (except update meetings between the Chief Fire Officer and Chairman).

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

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

Telephone 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 11 February 2021

DRAFT PAY POLICY STATEMENT 2021/22

1. Purpose

- 1.1 The purpose of this report is to present the Fire Authority with a Pay Policy Statement for 2021/22 for approval.

2. Recommendation

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

3. Risk Assessment

- 3.1 **Political** – in recent years remuneration has increasingly come under the spotlight. In approving this policy, the Authority will have to be mindful of future changes to ensure flexibility of their approach toward remuneration levels.

- 3.2 **Legislative** – the Authority is now required to produce a Pay Policy Statement in accordance with the Localism Act 2011.

4. Background

- 4.1 Since financial year 2013/14 the Localism Act 2011 (s38) has required a relevant local authority to produce an annual pay policy statement. This follows Will Hutton's 2011 Review of Fair Pay in the Public Sector which has been a key driver for the Government's aim for greater transparency and value for money in terms of senior public sector pay.
- 4.2 Having been reviewed and strengthened in line with recommendations made following a Member-Led Review of Pay Policy in January 2014, the attached policy meets the legal requirements and clearly sets out the Authority's

position in terms not only of its remuneration for Principal Officers but also other employees, including the lowest paid.

- 4.3 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Service to publish information relating to any gender pay gaps. Whilst compliant with this requirement, based on recommendations arising from an independent 2019 equal pay audit and subsequent approval from the Authority, the Service implemented a new management band pay structure for professional support service roles in 2020. This action further demonstrates our commitment to best practice, equality and transparency.
- 4.4 Members are aware that the Service is facing a number of significant financial challenges with unresolved national pay negotiations and uncertainty over government cuts and funding streams. These challenges are being proactively monitored by the Treasurer and the wider senior management team who are also looking at options to find additional finances.

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

PAY POLICY STATEMENT 2021/22

Introduction

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

Purpose

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

Accountability

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

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

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

Pay Negotiating Bodies

The Authority applies the annual pay settlements negotiated by the:

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

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

The representative bodies recognised for negotiating purposes are the:

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

Section One - General Pay Policy

1.1 The Authority applies the pay scales adopted by the respective National Joint Councils (NJC) for all its employees up to the level of Principal Officer.

1.2 Local pay arrangements for Principal Officers are established through the provisions of the NJC for Brigade Managers of Local Authority Fire and Rescue Services and are reviewed bi-annually by the Fire Authority. Further details are set out in Section 2.

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

Generic Pay Information

1.7 Pay multiples

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

The current lowest ratio is 1:7.69; this will be monitored each year within the Statement of Pay Policy.

Section Two - Pay Policy for Principal Officers

2.1 General Principles

- 2.1.1 National pay awards negotiated by the NJC for Brigade Managers of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost of living increase.
- 2.1.2 The Performance Review Committee undertakes an annual review of performance, in accordance with the performance system in place for Principal Officers (Chief Fire Officer, Deputy Chief Executive and Assistant Chief Officer). Members of this Committee agree a series of objectives at the start of the financial year; these objectives are formally assessed by the Committee at the end of the financial year.
- 2.1.3 Performance related pay for Area Commanders was paid in 2020/21 at a rate of 4% of their basic pay plus flexi and Group Commanders were paid 2.25% of their basic pay plus flexi, weekend resilience and positive hours.

2.2 Establishing the Pay of the Chief Fire Officer

2.2.1 The base salary for the Chief Fire Officer role at Cambridgeshire Fire and Rescue Service is currently set at £151,555 per annum. This is established through a local pay review, details of which are set out below.

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

2.3 Local Pay Review

2.3.1 In 2008 the Authority, through its Performance Review Committee, approved a methodology for the review of Principal Officer pay based upon a comparator for the role of Chief Fire Officer. The review compared the pay levels of fire and rescue authorities and established a benchmark salary. This was updated in 2016 when the current Chief Fire Officer was appointed. In 2020/21, the Performance Review Committee approved a 2% correct cost of living pay increase.

2.4 Other Principal Officer Pay

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

- Deputy Chief Executive - £132,134
- Assistant Chief Fire Officer - £123,000

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

2.5 Publication of Principal Officer Pay

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

2.6 Principal Officer – Internal Pay Comparators

2.6.1 In 2020/21, the lowest paid role within the Service was £19,698 (full time equivalent); the highest paid role within the Service was £151,555. The Service does not have a policy of direct correlation between the highest and lowest paid roles (it does not apply a pay multiple in establishing Principal Officer pay).

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

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

2.6.4 The pay of the most senior professional support services role below Principal Officer is 41% of Chief Fire Officer pay.

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

2.7 Severance Payments

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

Section Three - Pay Policy for Firefighters

3.1 This policy applies to wholetime and On-Call firefighters and combined control staff.

3.2 National pay awards negotiated by the NJC for firefighters of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost of living increase. A 2% pay award was applied by the NJC for Local Authority Fire and Rescue Services in 2020/21.

3.3 Pay is based upon the role undertaken and the stage of competence of each individual for example, trainee, in development and competent.

3.4 A formal assessment of individuals is undertaken at each stage of development before moving to the next salary level. Maintenance of competence is a requirement at all levels of the Service and is reviewed annually.

3.5 Progression between roles is subject to a competitive selection process.

3.6 On-Call Duty System

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

3.7 Other Allowances and Payments

3.7.1 Pension contributions. The Service makes an employer contribution to the Firefighters Pension Scheme of 37.3% of salary (1992 scheme), 27.4% of salary (2006 scheme) or 28.8% of salary (2015 scheme). The employee made a contribution in 2020/21 of between 11% and 17% (1992 scheme), 8.5% and 12.5% (2006 scheme) or 11% and 14.5% of pensionable pay for the 2015 scheme. Combined control staff contributions are detailed at Paragraph 4.7.1.

3.7.2 Flexible duty payment. Under national conditions of service, a flexible duty payment is made to Station Commanders, Group Commanders and Area Commanders who provide flexible duty cover on a 24/7 rota basis and who are available to attend emergency incidents when required and provide Duty Officer cover. This is paid at an allowance of 20% of base salary.

3.7.3 Area Commander rota payment. Under local arrangements, Area Commanders are paid an additional 9% for additional responsibilities carried out under their shared operational duties rota with Bedfordshire Fire and Rescue Service.

- 3.7.4 Acting up. An allowance is paid on a daily basis where employees temporarily undertake the duties of a higher graded role. This is paid at the rate applicable to the role being undertaken; employees must be qualified to undertake the higher level role.
- 3.7.5 Overtime rates. These are paid for roles below Station Commander at time and a half or double time on public holidays or time may be granted in lieu at the appropriate enhanced rate. We also pay pre-arranged overtime which would be at single time for Cambridgeshire Fire and Rescue Service meetings and voluntary development training courses or overtime rates for mandatory critical need courses.
- 3.7.6 Detachments. We pay overtime for travelling time for standby duties (when operational employees are required to provide cover at other stations) based on a matrix depending on station travelled to.
- 3.7.7 Recall to duty. These are paid at a minimum of three hours at double time rates.
- 3.7.8 Continuous Professional Development Payment (CPD). Under national conditions of service, a CPD payment is approved annually on an individual basis for employees with more than five years of service (since attaining competence in role). It is an annual payment of £594 (up to 30/6/20) then £606 for wholetime and for On-Call it is pro-rata based on availability (100%/75%/50%/25%). The payment is made by application and authorised at middle or senior management level. To be eligible, an individual must demonstrate evidence of CPD over and beyond that required for competence and have a good attendance, performance and disciplinary record.
- 3.7.9 Additional Responsibility Allowance (ARA). We pay Training Centre employees 5% of basic pay (non pensionable) for providing weekend training courses. We also pay Officers with a HDIM qualification £500 per annum (paid monthly) and firefighters with the 'Safe to Ride' qualification £500 per annum (paid monthly). We pay On-Call Watch Commanders for additional administration duties, equivalent to one hour per week (paid monthly).
- 3.7.10 Local resilience payment. A local payment is made for employees, at Station/Group Commander level, volunteering to provide operational cover for periods when the Service struggles to provide an operational response owing to external factors for example, industrial action. Current payments are £1046.01 per person per annum.
- 3.7.11 Travel allowance. A local allowance to cover additional travel costs when an operational employee is compulsorily transferred to another work base including substantive and temporary promotion. A payment is made of the difference in mileage undertaken and is paid for four years (compulsory transfer). We also pay our professional support service employees an excess travel payment for the mileage as well as a travelling time allowance.
- 3.7.12 Reimbursement of medical fees. This only applies to employees whose service commenced before November 1994. The reimbursement of fees covers dental, optical and prescription fees and is paid at NHS rates.
- 3.7.13 Holiday Pay. Any entitlement to holiday pay will be paid annually.

Section Four - Pay Policy for Professional Support Services Roles

- 4.1 This policy applies to employees covered by the NJC for Local Government Services and includes all non-operational staff.

- 4.2 National pay awards negotiated by the NJC for Local Government Services are applied by the Authority on an annual basis and represent a cost of living increase. A 2.75% pay award was applied by the NJC for Local Government Services from 1 April 2020 to 31 March 2021 (except those on management band pay scales, see Paragraph 4.6).
- 4.3 The pay structure for non-management band professional support staff is aligned to a spinal column point system. Spinal column points are configured into groups to provide incremental pay points. The incremental rises occur on 1 April and employees progress incrementally through their respective grade until they reach the maximum point.
- 4.4 In 2020, Cambridgeshire Fire and Rescue Service implemented a new management band pay scale for professional support staff in order to replace the previous wide and significantly overlapping management pay bands with narrower bands which have no overlap and even, incremental steps, with an equal number of steps within each grade. The new management band pay structure resulted from the recommendations of an independent equal pay audit undertaken in 2019. Movement along the existing pay grade is not automatic but depends on assessment against prevailing market rates for similar roles and must be authorised by the Deputy Chief Executive. A 2% cost of living pay award was applied to the management band pay scale from 1 April 2020 to 31 March 2021.
- 4.5 Starting salary for non-management band roles may be uplifted along the incremental structure if experience and knowledge warrant this approach. Starting salary on management band scales (which each cover 16 scale points) may exceptionally be uplifted beyond the top of the lower quartile, if experience and market pressures warrant this, at the discretion of the relevant Chief Officer. Where this is the case, justification will be recorded by the recruitment team. Movement between grades is through a competitive selection process.
- 4.6 Cambridgeshire Fire and Rescue Service apply the Hay analytical job evaluation process that systematically ranks each job objectively and fairly. The Hay Group evaluation system is a recognised best practice, non-discriminatory method of ranking jobs against a predetermined scale. The evaluation process assesses all roles and allocates an appropriate grade according to the duties and responsibilities undertaken. A review of the grading of a role is undertaken where permanent, substantial and material changes have increased the level of duties and responsibilities attached to the role. Any substantive changes to grade or pay scale must be authorised by the Deputy Chief Executive.

4.7 Other Allowances and Payments

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

4.7.5 Disturbance. An allowance is paid when an employee is required to move work location (see also Paragraph 3.7.11).

4.7.6 Holiday Pay. Any entitlement to holiday pay will be paid annually.

Section Five - Policy on Re-engagement and Pension Abatement

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

Section Six - Severance Payments

- 6.1 In the event of redundancy, the Service applies statutory redundancy payments under the provisions of its Redundancy Policy. This applies to both compulsory and voluntary redundancy situations. All relevant legislative requirements are adhered to.
- 6.2 In 2020/21 there was one settlement agreement, when the employment of an employee was terminated by the Service, or in settlement of a claim. Such agreements are subject to confidentiality clauses.

Early Payment of Pension Benefits

- 6.3 Under the provisions of the Local Government Pension Scheme employees aged over 55 who are made redundant, or who are retired from Service on the grounds of efficiency, are awarded early payment of pension benefits.
- 6.4 In this case, a charge is made against the Fire Authority by the pensions fund; this is referred to as actuarial strain.
- 6.5 In 2020/21 the Service had no agreements for the early payment of pension.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Chief Fire Officer – Jon Anderson

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

DATE: 11 February 2021

CAMBRIDGESHIRE FIRE AND RESCUE SERVICE WELLBEING STRATEGY AND ACTION PLAN - UPDATE

1. Purpose

- 1.1 The purpose of this report is to update the Fire Authority on the work to date with regard to the mental health and wellbeing pillar of the People Strategy and to seek approval for the Wellbeing Strategy.

2. Recommendation

- 2.1 The Authority is asked to consider and approve the Wellbeing Strategy and supporting documents to be communicated out to all staff.

3. Risk Assessment

- 3.1 **Economic** – mental ill health impacts on absenteeism and sickness cases have risen, there is an additional cost associated with lower productivity (presenteeism) which is suggested to be twice that of absenteeism. Additional resources will be needed to deliver some of the work required.
- 3.2 **Social** – a positive wellbeing culture can improve work life balance and overall wellbeing, create a happier workplace and better engagement. There is a possible reputational and individual impact if we do not have a Wellbeing Strategy.

4. Equality Impact Assessment

- 4.1 Cambridgeshire Fire and Rescue Service (CFRS) must ensure that any opportunities we offer for wellbeing are available across the Service for example, training sessions recorded to be available on iLearn.

5. Background and Progress to Date

5.1 The Service has been actively looking to improve its wellbeing support over the last eighteen months. It is worth highlighting below some of the activities and measures that have been actioned during this time:

- Developed wellbeing branding and started to form a strategy with a vision and objectives for mental health and wellbeing;
- Review of Trauma Risk Management or TRiM following feedback from staff, resulting in changes to the way it is supported and managed;
- Wellbeing poster designed to signpost staff to help and support (sent to all stations for prominent display);
- Wellbeing page set up on Workplace and populated with links to support organisations for a number of different areas such as bereavement, financial worries, and domestic abuse;
- Proactively started to talk about the development of mental health and wellbeing at #TimeToTalk day in February 2020;
- Dedicated email inbox wellbeing@cambsfire.gov.uk was created in March 2020 for employees to share thoughts, make requests and put forward ideas for example, something specific at a work location, a service wide initiative, an idea for a national awareness day or any feedback for both physical and mental health;
- Mental health and wellbeing integrated into the people section and action plan for the Integrated Risk Management Plan;
- Wellbeing pages of intranet updated with COVID-19 specific wellbeing advice;
- Wellbeing support following death of a firefighter including letter to home address of all staff and an A4 folded leaflet listing all support agencies and websites;
- Messages about flexible working reiterated regularly;

- People at centre of all decisions around COVID-19;
- Circulation of a new 24/7 wellbeing single point of contact available via Cambridgeshire Constabulary, contact details were also published on intranet wellbeing hub pages;
- Suicide Prevention Awareness Day;
- Investment in 'Steve' documentary about male suicide and shared link with all staff recommending people watch it;
- Sharing 'Dayle's Story' – a colleague who bravely spoke of his mental health story;
- Credit card sized cards to all staff for emergency mental health and wellbeing support;
- Numerous posts on the wellbeing page of Workplace to promote mental health fitness and wellbeing;
- Welfare support for staff following the tragic death of two local children in a house fire in December 2020;
- Design of a new Mental Health and Wellbeing Advisor role, to bring in further expertise and capacity to focus on this important area (out for recruitment in January 2021);
- Commissioning of Affinity Healthcare to work with us to design and deliver bespoke wellbeing training. CFRS did not want an 'off the shelf' product rather something which specifically reflects organisational needs and focus. Therefore as part of this, Affinity are working with us to undertake further employee research to understand where we can most effectively add more value to our wellbeing offering.

6. Wellbeing Strategy and Related Action Plan

- 6.1 The strategy and related action plan, attached for information and comment at Appendix 1 and 2, will continue to develop over time.

Source Document	Location	Contact Officer
Wellbeing Strategy	Hinchingbrooke Cottage Brampton Road Huntingdon	Amy Jackson 01480 444500 amy.jackson@cambsfire.gov.uk



Action plan

Work towards the delivery of the Wellbeing Strategy and the overarching aim to create a mentally healthy workplace and to embed a positive wellbeing culture across the organisation.

Ensure the right support is in place.

Wellbeing hub on intranet	Occupational Health	Employee Assistance Programme 0800 1116387
Mental health awareness	The Firefighters Charity 01256 366566	Samaritans 116 123
Healthshield	TRiM	NHS 111
Exercise	Shout text service 85258	External counselling via Occ Health
Mindfulness		
Awareness days		
Campaigns		

Action	Timeline	Owner
Roll out of mental health awareness training for all (managers and all staff)		
Review of mental health and wellbeing support signposting (ensuring the processes are correct and result in the appropriate support)		
Evaluation of the Occupational Health Unit		
Creation of a Wellbeing Committee following evaluation of Occupational Health Unit		
An in depth review and evaluation of Trauma Risk Management or TRiM		
Add case studies to the Wellbeing Hub		

DRAFT



Mental Health and Wellbeing Strategy

One of our key areas of focus within [the Integrated Risk Management Plan for 2020-2024](#) is to develop and improve the ways in which we support the mental health and wellbeing of our staff.

This strategy sets out in greater detail why this is important to us, and what we intend to achieve over the IRMP period. It is supported by a detailed action plan (DMS#603284), which links directly to the overarching [IRMP action plan](#).

We place people at the heart of everything that we do, and we recognise that the good mental health and wellbeing of staff is crucial in order that every individual can achieve their potential and contribute to the success of the organisation. Put simply, when people aren't feeling their best, they can't work at their best – and if everyone can't work at their best, as a Service we will not be able to achieve our full ambitions.

Our overarching aim is to create a mentally healthy workplace and to embed a positive wellbeing culture across the organisation.

In a mentally healthy workplace people at all levels have a shared vision of and commitment to positive mental health and wellbeing. There is a culture of inclusion and respect where everyone feels comfortable to speak openly about mental health, without fear of stigma or discrimination, and realistic work demands balance the strategic needs of the employer with the needs of staff.

We all have mental health, all of the time.

Mental health exists on a continuum: from positive, healthy functioning at one end through to severe symptoms of mental health conditions at the other. Our mental health moves back and forth along this continuum during our lifetime, in response to different circumstances, events and stressors.

Protective factors and risk factors influence our mental health and can nudge us back and forth along the continuum. These factors can be individual to each of us; often they are related to family, work or other life circumstances. With much of our time spent at work, the workplace is a very influential environment when it comes to mental health and wellbeing. An overview of the risk and protective factors for CFRS and how these can be leveraged and mitigated is at Appendix 1.

An integrated approach to mental health and wellbeing

There are a number of factors that contribute to the creation of a mentally healthy workplace. We articulate these as sitting under three broad headings:



Having an integrated approach to mental health and wellbeing means that we will:

- Integrate our work to create a mentally healthy workplace and to embed a positive wellbeing culture into our broader organisational strategy for people, as delivered through our IRMP
- Listen to our staff to understand what will best support good mental health and wellbeing at work (recognising that this may be different in different areas of the Service as there is no 'one size fits all' single solution) and encouraging employee-led action wherever possible
- Draw on different areas of information and sources of expertise both from across the Service and externally to deliver against this strategy (for example Occupational Health, the People Group and specialist external consultancy advice and support)

Underpinning principles

Our integrated approach to mental wellbeing is underpinned by three key principles:

- **Commitment of senior leaders** – All Chief Officers and COAG members are fully committed to creating a mentally healthy workplace and to embedding a positive wellbeing culture across the organisation
- **Individual responsibility** – each and every member of CFRS has a responsibility to help in achieving our overarching aim. The more specific responsibilities of senior leaders, line managers and individuals are set out at Appendix 2
- **Communication** – we will enable meaningful two-way communication about our work in this important area, and our evaluation of this work.

Our mental health and wellbeing aims

Over the IRMP period to 2024 we intend to work to:

- Demonstrate a visible and active commitment to good mental health and wellbeing at work.
- End the stigma about mental health, encouraging and supporting people at all levels to speak openly about mental health and wellbeing, including sharing personal experiences where appropriate.
- Develop leadership and management skills to promote and support good mental health and wellbeing at work.
- Raise understanding of how everyone can support good mental health and wellbeing at work, for themselves and for each other.
- Consider mental ill health to be the same as physical ill health.
- Allocate the appropriate resources to implement our action plan which supports this strategy.

How we will deliver this strategy

Delivery of this strategy will be overseen by a Wellbeing Committee (*once set-up details will be updated here*), which will report through to Chief Officers via the People Excellence IRMP group. However, this strategy cannot be delivered by a comparatively small group of people working in isolation; it will require input and positive effort from every single member of the Service.

Evaluation

We are committed to evaluating the activities that will deliver our wellbeing strategy, to assess effectiveness and consider how they may need to evolve in order to remain relevant to particular organisational or wider societal context and circumstance (for example the implications to mental health and wellbeing driven by the Coronavirus pandemic).

We will look to the following sources of data when evaluating the impact of this strategy:

- Results from employee engagement survey and other relevant surveys
- Sickness absence data (including analysis of reasons for absence and considering any patterns/trends across different staff groups)
- Occupational health data such as anonymous thematic feedback on reasons for referral to Occupational Health and for contacting the external Employee Assistance Programme

However, creating a mentally healthy workplace and embedding a positive wellbeing culture across the organisation cannot always be evaluated in 'hard' metrics, and therefore we will also seek qualitative and informal feedback on our progress towards meeting our overarching aim, for example through conversations held with senior leaders at station and team visits.

Appendix 1 – An overview of the risk and protective factors impacting on mental health and wellbeing at CFRS

	Risk factor	Objectives for mitigating the risk factor
1.	Incidents	Appropriate measures in place to minimise the trauma from operational incidents (for all staff, in both short and long term)
2.	Day to day workload	Workloads feel manageable for all. Promote open and honest discussions and realistic expectations (not just manager, wider Service and individuals too. COG/COAG setting).
3.	Outside factors (personal / financial etc.)	Organisation: provide tools and offerings. Personal: encourage awareness of the need to take personal responsibility.
4.	Work/life balance	Encourage and support individuals to achieve a healthy balance.
5.	'Always on' culture and expectations / self-expectations	Raise awareness of the risks of 'always on' culture, clarify organisational expectations and encourage reflection of self.
6.	Line manager impact	Provide line managers with the awareness, skills and motivation to enable them to positively impact their teams.
7.	Relationships (Facet/workplace personalities)	Support all staff to foster positive working relationships.
8.	Role clarity (affected by such things as temporary positions and positive pride/caring)	Ensure everyone has clarity of their role and responsibilities.
9.	Personal responsibility / learned helplessness	<ul style="list-style-type: none"> a) Everyone to take personal responsibility for their part in creating a positive wellbeing culture across the organisation. b) Encourage responsibility for physical and mental self-care
10.	Change	Deliver change in a way that supports employee wellbeing
11.	Perceptions of the MHWB pillar	Clear communication.
12.	Perception of mental health in general	To reduce the stigma around mental health.

Protective Factors		
Prevention	Protection	Response
COAG / line manager priorities	Team de-brief	Employee Assistance Programme
Line manager development	Line manager development	Mind Blue Light Pledge and Champions
Communication skills (upwards and peer to peer)	Personal resilience training	TRIM Practitioners
Time management skills	Regular 1-1s	Healthshield
Delegation skills	Financial assistance	The Firefighters Charity
Flexible working	Mediation	External counselling
Facet5 and Teamscales	Self-development	External support routes
Keeping physically and mentally well		
PT sessions		
←	Occupational Health	→
←	Mindfulness	→
←	Mental Health Awareness Training	→
←	Wellbeing hub on intranet	→
←	RESPECT programme	→
←	Campaigns and awareness days	→

Appendix 2 – Responsibilities of individuals, line managers and senior leaders.

Individuals

All staff have a responsibility to look after their own mental health and wellbeing.

This includes:

- Taking responsibility to look after their own mental health and wellbeing.
- Registering with a GP.
- Seeking advice about fitness to work when symptoms of mental ill health arise
- Seeking professional advice about mental ill health, managing mental ill health and accessing appropriate treatment, advice and support.
- Taking advantage of the occupational and health and wellbeing services provided by the Service.
- Taking advantage of health promotion and advice, guidance and information provided by the Service.
- Attending relevant training programmes as specified by the Service.
- Sharing ideas for promoting health and wellbeing in their place of work.
- Raising issues that affect their mental health and wellbeing or that of their colleagues with their line manager, Occupational Health, the People Group or member of the senior leadership team as appropriate.
- Supporting others to discuss their mental health, should they wish to.
- Contribute to a positive wellbeing culture within the Service.

Line managers

Line managers have a responsibility to promote and support the good mental health and wellbeing of their staff. This includes:

- Setting an example as a role model by adopting and promoting this strategy.
- Taking the health and wellbeing of their staff seriously, and helping to alleviate, as far as reasonably practicable, workplace stressors.
- Seeking advice from the People Group around the implementation of relevant policies where these are needed, e.g. management of sickness absence, and making smart decisions regarding action under these policies.
- Seeking appropriate advice and support when dealing with complex staff mental health and wellbeing problems.
- Encouraging staff with mental health and wellbeing problems to seek help through occupational health and wellbeing services, e.g. counselling, physiotherapy, stress, smoking cessation etc.
- Considering and exploring where necessary whether there may be an underlying mental health and wellbeing problem when there is concern about an individual's performance.
- Ensuring that bullying, harassment and discrimination are not tolerated.
- Promoting behaviours that contribute to positive staff mental health and wellbeing.

- Promoting and supporting wellbeing initiatives and activities, enabling reasonable access for their staff.
- Attending relevant training as required including management, mandatory training and health and safety training.
- Ensure effective measures are in place to monitor and manage sickness absence.

Senior leaders

Senior leaders influence the culture in the areas they are responsible for. Their specific responsibilities include:

- Setting an example as a role model by adopting and promoting this strategy.
- Promoting behaviours contributing to positive staff mental health and wellbeing.
- Ensuring effective communication between management and staff, particularly through organisational change.
- Ensuring that bullying, harassment and discrimination are not tolerated in the organisation.
- Working with line managers, Occupational Health, the People Group and other sources of expertise in the organisations to initiate and deliver wellbeing initiatives.
- Ensuring appropriate resources and support is available to deliver this strategy.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Head of ICT – John Fagg

PRESENTING OFFICER(S): Head of ICT – John Fagg

Telephone: 01480 444580

Email: john.fagg@cambsfire.gov.uk

DATE: 11 February 2021

ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT

1. Purpose

- 1.1 The purpose of this report is to inform the Fire Authority of the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 1 April 2019 to 31 December 2020, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

2. Recommendations

- 2.1 The Authority is asked to:
- consider the outcomes of the annual review of the operation of the ICT Shared Service Agreement,
 - note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus.

3. Risk Assessment

- 3.1 **Economic** – although taking advantage of more efficient ICT systems and solutions involves an upfront financial outlay, once in place, their proactive and robust management can be linked to many economic benefits. The existence of the ICT Shared Service Agreement is a mechanism through which such benefits can be realised.
- 3.2 **Technological** – new systems and solutions lead to improved services for all stakeholders whilst bringing new challenges and a requirement for a myriad of skill sets to meet them. The ICT Shared Service recognises the need to remain focussed yet flexible and regularly review its structure to meet these challenges.
- 3.3 **Legislative** – the Service recognises the need to retain and embed existing quality standards, using them to drive business change. The Authority must

remain legally compliant and make the necessary provisions to meet changes such as the General Data Protection Regulations.

4. Background of the ICT Shared Service

- 4.1 On 22 October 2013 Cambridgeshire and Peterborough Fire Authority authorised an ICT Shared Service Agreement with Bedfordshire Fire and Rescue Authority for a term of five years. This agreement, made on 31 October 2013, included establishing an ICT Shared Service Governance Board to provide oversight and management control of the services delivered to both Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service (BFRS). This agreement has since been extended for a further five year period.
- 4.2 The ICT Shared Service Governance Board meets on a quarterly basis to consider and oversee the quality and delivery of services, consider prioritisation and new work streams. The Board consists of the Deputy Chief Executive (CFRS), Assistant Chief Officer (BFRS) and Head of ICT from both services as well as the ICT Shared Service Delivery Manager.

5. ICT Shared Service Agreement and Review

- 5.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.
- 5.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix 1.
- 5.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Authority accordingly.
- 5.4 This report puts forward the summary of the review for the period covering 1 April 2019 to 31 December 2020.
- 5.5 The review covers the following areas as set down in Schedule 4 of the Agreement;
- the quality of the shared service,
 - the effectiveness of budgetary and financial management arrangements,
 - the effectiveness of systems, processes and procedures,
 - development in legislation and policy guidance,
 - planning for the development of the shared services.

6. Executive Summary of the Review of Operations 1 April 2019 to 31 December 2020

- 6.1 Despite the challenges posed by the COVID-19 pandemic during a large portion of this reporting period, the ICT Shared Service function has continued to achieve its original aims, delivering identifiable improvements to the day to day ICT service provision and development of the technology environment for CFRS.
- 6.2 As for everyone, this has been a challenging year for the ICT Shared Service. However it quickly enabled remote working for large numbers of staff and adapted to new ways of working throughout lockdown, maintaining good levels of service and continuing to deliver key ICT projects.
- 6.3 Previous ICT investments and technical designs successfully met the increase in demand for remote working. The resilience and flexibility of the ICT infrastructure coupled with the agility and dedication of the ICT Shared Service staff enabled both organisations to maintain operations in difficult circumstances.
- 6.4 The demand on the resources of the ICT Shared Service continues to be a challenge. It is essential that all new projects are properly considered and individually resourced to ensure demands placed upon it are manageable.

7. The Quality of the ICT Shared Service

- 7.1 The quality of the ICT Shared Service is reviewed throughout the year through the ICT Shared Service Governance Board, including the extent to which the aims and outcomes of it have been met and its effectiveness. The quantitative aspects of the ICT service are a measure of its adherence to Service Level Agreements (SLA's) and Key Performance Indicators (KPI's) as well as Customer Surveys and monitoring of project delivery.
- 7.2 **Customer Focus** – one of the key aims has always been to embed customer focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both organisations.
- 7.3 Due to extensive work being undertaken within the ICT Shared Service, the annual customer survey was not issued until December 2020. As a result, it has not been possible to analyse the results for inclusion in this report. However during the COVID-19 pandemic, the Service has been proactive in seeking views and opinions from staff on what the Service has done well during the pandemic, what we could have done better and what we should continue to do moving forward. Understandably, ICT services and provision were a fundamental part of the feedback received, which was in the most part very positive. Where improvement opportunities were identified by staff, these were actioned as quickly as possible.
- 7.4 A new service management tool (HALO), including Service Desk, has recently been implemented. The new Service Desk includes online portals that will make it

easier for customers to report faults and request services from the ICT Shared Service.

- 7.5 The new system will introduce automated workflows that will improve the operation across all teams of the ICT Shared Service aiding its customer focus.
- 7.6 The Impact of COVID-19 - despite the lockdown and restrictions on working arrangements enforced by the pandemic, the ICT Shared Service has provided a stable and reliable ICT infrastructure throughout. Performance against incident management has dropped slightly but this is largely due to increased fix times for some faults due to the large number of staff remote working in both organisations.
- 7.7 To assist staff when initially required to work from home, ICT staff provided advice and guidance with personal ICT equipment and also conducted some home visits to deliver equipment where necessary; this was well received by staff.
- 7.8 The ICT Shared Service continued to progress and deliver internal projects and support organisation driven projects with minimum impact. The main challenges were with supply chains, as technology products were in high demand across the country. Some suppliers also restricted activities during the initial lockdown period, which had an impact on the Wi-Fi refresh project.
- 7.9 During this reporting period, the ICT Shared Service has renewed the Wide Area Network (WAN) infrastructure, providing a modern, expandable and resilient infrastructure that will meet the demands of the Service over the coming years. Resilience and bandwidth has improved while also reducing costs by moving away from the Cambridgeshire Public Services Network (CPSN) partnership. The move of staff to Microsoft 365 has continued throughout lockdown, enabling access to Microsoft Teams and other collaboration and productivity tools, whilst maximising our investment in Microsoft licencing. Surveys of all CFRS premises were conducted as part of the Wi-Fi replacement project and the replacement equipment has now been procured. During the first quarter of 2021 this equipment will be configured and installed.
- 7.10 To improve remote working facilities, laptops have been procured, built and distributed to all support staff, operational staff of Station Commander level and above and operational staff in support roles. Additionally, video conferencing facilities have been provided at all wholtime and day-crewed stations to assist with attendance at virtual training and team meetings.
- 7.11 ICT staff have been heavily involved in the new mobilising system procurement, including the setup of the new secondary control at Dogsthorpe and the remote Factory Acceptance Testing (FAT) of the system; a first for both the ICT team and the supplier.

10. The Effectiveness of Budgetary and Financial Management Arrangements

10.1. The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service. Financial arrangements cover costs associated with;

- FTE staff costs including individual consumption by each respective fire service and joint consumption,
- use of temporary agency staff,
- joint procurement opportunities aimed at reducing costs,
- monitoring at six monthly periods the apportionment of staff costs.

10.2 Costs are subject to each organisations own approval process including ICT Shared Service joint projects and temporary agency staff. A framework for accounting for time and costs is in place and end of year procedures for cross charging are undertaken and reviewed by the ICT Shared Service Board. The table below shows the total costs for ICT Shared Service staff including agency staff. Bedfordshire Fire Service costs are shown here as a comparison. The costs for CFRS remain very similar to last year. BFRS incurred additional costs due to contractor support for their projects.

April 2018 to March 2019	BFRS	CFRS	Total
Total costs ICT Shared Service Team	£503,888	£504,026	£1,007,914
April 2019 to March 2020	BFRS	CFRS	Total
Total costs ICT Shared Service Team	£541,956	£505,430	£1,047,386

11. Time split between Services

11.1 The consumption of staff resources by each service has a direct impact on annual costs and as such are scrutinised as part of the annual review. The demands placed onto ICT compared to staff available show that a lean environment exists. The shared service arrangement effectively provides a method of financial risk mitigation in that, where a service consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of over-supply of ICT resources.

11.2 The original expectation was that the resource demands on the ICT Shared Service from each service would be split roughly 65:35 between CFRS and BFRS,

with CFRS taking the larger amount. This was based on the number of sites in each service as well as the larger user base in CFRS.

- 11.3 To date this expectation has not proved accurate. During the initial years BFRS consumed more resources than CFRS. In recent years, more joint activity has been undertaken with the current split of activities approximately 50:50.

12. Use of Agency Staff

- 12.1 In order to ensure continued delivery of service and adequate support to projects, existing staff resources have been augmented at times with agency staff with specialist skills or to cover vacancies. The reliance on contractors to fill vacancies has been removed during this reporting period, as all permanent vacancies are currently filled.

13. Capital Investment

- 13.1 Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.
- 13.2 An asset inventory is maintained by the ICT Shared Service with a contracts database being maintained by each organisation. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale. Procurement is undertaken by CFRS and BFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one service to lead and contract on behalf of the other where this is appropriate and beneficial.

14. The Effectiveness of Systems, Processes and Procedures

- 14.1 Systems, processes and procedures, including KPI's are in place and the ICT Shared Service adopt best practice by aligning to the ITIL (Information Technology Infrastructure Library) framework. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.
- 14.2 Audits of the ICT functions are conducted by the Information Governance Manager in CFRS and also by third parties as part of the ISO27001 accreditation.
- 14.3 The Skype for Business solution implemented two years ago proved invaluable in further supporting the new ways of working during the pandemic. As a Service, we were well prepared for large scale remote access, with sufficient licenses to meet the demand.

15. Project Delivery

- 15.1 The ICT Programme Board continues to manage the project work being undertaken by the ICT Shared Service. The Board comprises the Heads of IT for each organisation, ICT Shared Service Delivery Manager, ICT Shared Service Project Manager, ICT Shared Service Infrastructure Manager and the ICT Shared Service Support Manager.

- 15.2 The role of the Board is to review the progress of projects underway and to agree the scope and schedule of new projects. The Board reports to the ICT Shared Service Governance Board for agreement and decisions on priority and resourcing.
- 15.3 The ICT Shared Service continues to be under pressure due to the amount of work that is currently in progress requiring ICT resources. As well as the continued essential upgrades of both Services ICT infrastructures both Services have large ICT related projects underway.
- 15.4 There is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver multiple large projects in both organisations. To enable IT projects to be successfully delivered it is essential that additional resources are made available and such costs are included within the initiation process of new projects. This is managed by the ICT Shared Service Programme Board that has been established to monitor project demands and escalate issues to the Governance Board.
- 15.5 Work is currently underway to improve resource management and better inform the Programme Board on current and future resource capacity to aid resource planning.

16. Development in Legislation and Policy Guidance

- 16.1 The Heads of ICT work with the ICT Shared Service Manager to identify and address developments in legislation and align policy to guidance. No new legislation has been introduced this year that impacts on ICT service delivery.

17. Planning for the Development of the Shared Service

- 17.1 **Establishment** – a new structure for the ICT Shared Service was implemented on 1 August 2018. Transition into the new structure was implemented throughout the remainder of 2018, with the new structure being fully implemented on 1 January 2019.
- 17.2 The establishment of the ICT Shared Service has remained stable since the restructure with very little change in personnel.
- 17.3 The ICT apprentice has been successful in securing a full time position within the Network Team. The apprenticeship scheme has added value to the ICT Shared Service and it is something that we will be looking to continue when the current situation eases and face to face working is possible again.
- 17.4 **Transport** - three cars are provided by CFRS and two by BFRS. We locate three at Cambourne and one at each Headquarters. The number of vehicles is proving adequate at present to travel around the sites as necessary to address incidents and attend meetings.
- 17.5 **Terms and Conditions** - the variances in terms and conditions between the two organisations continue to cause frustration amongst staff and complicate the

role of managers. The Services were unable to reach an agreement on the harmonisation of terms and conditions during the restructure and this continues to be a problem. We are closely monitoring the situation.

- 17.6 **Resilience** – the ICT Team continues to provide 24x7x365 cover for mission and business critical systems. Additionally the ICT Service Desk operates from 0800-2100 hours Monday to Thursday to enable On-Call staff and those on shift patterns to access ICT assistance in a timely manner.
- 17.7 **Changing Technology** – progress has been made throughout the year migrating services onto Microsoft 365 in the cloud environment. This work will continue and the migration to cloud services will continue in the coming year. This move will provide enhanced tools to assist with collaboration and productivity. Additionally, the ICT Shared Service is looking to replace the Local Area Network infrastructure during the next financial year and are also looking at options for replacing the PSTN telephone solution from BT that will go out of support in 2025.
- 17.9 **Governance** - the ICT Shared Service is governed through the ICT Shared Service Governance Board. The Board meets on a monthly basis to monitor progress. Both partners have established organisationally focussed ICT strategies which are underpinned by an ICT Shared Service Technical Response Plan.
- 17.10 A key challenge for the Governance Board is to manage the expectations of each organisation. Demands on resources are sometimes individual to a services business priorities and risk appetite. Therefore the Board looks to align business priorities, remove conflicts and align work streams and funding availability to maximise the benefits of a shared service.
- 17.11 The KPI reports showing performance against the ICT Shared Service Catalogues are published monthly. The reports detail performance for each organisation on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

18. Conclusion

- 18.1 The review of the operation of the ICT Shared Service has demonstrated that progress has been made in developing services and improving technology provision despite the current challenging environment.
- 18.2 A number of significant projects have been delivered during this reporting period, as well as responding rapidly to the requirement for new ways of working. The ICT Shared Service Team were presented with an Excellence Award this year as a result of the exceptional service that they provided to staff during the current pandemic.
- 18.3 The ICT Shared Service continues to provide a value for money solution in supporting technology provision for both CFRS and BFRS.

Source Document	Location	Contact Officer
ICT Shared Service Governance Board Schedule 4 Agreement	Hinchingbrooke Cottage Brampton Road Huntingdon	John Fagg Head of ICT john.fagg@cambsfire.gov.uk

Schedule 4

1. ICT Shared Service Governance Board

1.1 Establishment

The Parties shall establish an ICT Shared Service Governance Board with the functions and powers set out in this Schedule. The Board will not be responsible for the day to day operation of the shared services, which will remain the responsibility of the ICT Service Delivery Manager.

1.2 Role

The Role of the ICT Shared Service Governance Board shall be to:

1.2.1 ensure that the ICT Shared Service is effective, efficient and resilient,

1.2.2 agree the Budget for the following financial year in accordance with the budget setting process of each party,

1.2.3 identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Service in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved,

1.2.4 seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service,

1.2.5 to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both parties to assess the delivery of the shared services and the provision of those services within budget.

The Board shall consider and make recommendations, as appropriate, on the following matters:

- i. the quality of the shared services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the shared services,
- ii. the effectiveness of budgetary and financial management arrangements,
- iii. the effectiveness of systems, processes and procedures,
- iv. any developments in relevant legislation and policy guidance that may impact on the shared services,

- v. forward planning for the development of the shared services.

1.3 Responsibilities

In performing its role the ICT Shared Service Governance Board shall:

- 1.3.1 consider further opportunities for partnership working and synergies where this represents opportunities and benefits,
- 1.3.2 determine and ensure the sharing of the financial benefits relating to the ICT Shared Services on a fair basis between the parties that minimises unnecessary costs,
- 1.3.3 review requests for change in relation to the Agreement,
- 1.3.4 receive and consider disputes where escalated to the ICT Shared Service Governance Board.

1.4 Membership

The ICT Shared Service Governance Board shall be comprised of the following representatives:

- 1.4.1 Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service,
- 1.4.2 Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service,
- 1.4.3 Head of ICT from Cambridgeshire Fire and Rescue Service,
- 1.4.4 Head of ICT from Bedfordshire Fire and Rescue Service,
- 1.4.5 ICT Shared Service Manager,
- 1.4.6 Other members who are co-opted as required and agreed by the parties,
- 1.4.7 Substitutions may be made as necessary.

1.5 Chairmanship

The ICT Shared Service Governance Board shall be chaired by the Principal Officers of both parties, with the Chairmanship being rotated alternately on a meeting by meeting basis.

1.6 Frequency of Meetings

The ICT Shared Service Governance Board shall meet at least four times in each financial year. Additional meetings may be organised as necessary with the agreement of both parties.

1.7 Quorum

The ICT Shared Service Governance Board shall be quorate for decisions where the Principal Officers of each party, or their agreed substitutes, are present.

1.8 Decision making

The parties shall ensure that their representatives at the meetings of the ICT Shared Service Governance Board have the necessary delegated authority for decision making. Decisions shall be reached on a unanimous basis and the only voting representatives shall be the Principal Officers of each party.

1.9 Support

The ICT Shared Service Governance Board shall be serviced by the party hosting the meeting.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer (DCEO) - Matthew Warren

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

Telephone 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 11 February 2021

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020/21

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on revenue and capital spending as at 31 December 2020.

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2020/21 was approved at the Fire Authority meeting held in February 2020. The total budget was set at £30.419m with a total precept of £20.908m.
- 4.2 At its meeting in June 2020 the Authority approved a revenue carry forward of £1.281m. The carry forward included grant income of £0.561m. The revised revenue budget for the 2020/21 financial year was therefore £31.700m.
- 4.3 A budgetary control summary showing the main variations to the end of June 2020 is attached at Appendix 1. The carry forwards highlighted in paragraph 4.2 above have been incorporated into the current year budgets.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters will be closely monitored through this financial year. An operational reserve continues to be maintained by the Authority to enable the Service to manage fluctuations in firefighter numbers by funding recruitment ahead of known departures. The Service undertook a recruitment campaign in 2020 and appointed 32 new firefighters; 16 of these started within the last financial year and the remaining 16 started in September 2020. These recruits should

ensure adequate crewing levels are maintained through to the end of 2021. The exact timing of departures will determine how much of the operational reserve is used at the end of the financial year. In addition to the overspend against wholtime firefighters, allowances paid to flexible duty officers and expenditure against control room employees are also overspent. This overspend relates to providing cover on the operational rota and within our control room for sickness. This will also be financed from the operational reserve at year-end. An analysis will be undertaken of the wider organisational position at year-end before a decision is taken on the precise amount that will be used from this reserve. The Service will also consider the anticipated turnover of wholtime employees and potential recruitment profile in understanding how to utilise this reserve.

- 5.2 The overspend against the senior management pay relates primarily to the re-categorisation from local government to the senior management. This is a direct result of the revised pay structures introduced this financial year in response to the recommendations made as part of the Service's last equal pay audit. At present, the underspend across the two categories is £106k. The transfer of budget between these budget headings will be processed as part of the 2021/2022 budget preparation process.
- 5.3 The premises budget is currently underspent by £152k. The full impact of COVID-19 on our premises costs will become clear at year-end. As the Service progresses through recovery other areas of expenditure may be highlighted. Proposals will be brought to the attention of the Authority as they become known and understood.
- 5.4 The transport costs are underspent by £56k. The major part of this underspend relates to fuel savings from BP providing fuel for the initial part of the financial year. This underspend is expected to increase as BP have announced that the free fuel scheme is to be re-instated for emergency service vehicles until the end of March 2021.
- 5.5 The supplies and services budget is showing an underspend to the end of December 2020. This is owing to the expenditure against specific ICT contracts being lower than that forecast. The Service has been successful at letting a number of new contracts that have actually been at a lower cost. This budget heading also includes COVID-19 expenditure on items of personal protective equipment. The Service received a grant to fund this expenditure and continues to have funds outstanding from partners for items purchased on their behalf.
- 5.6 The impact of COVID-19 on council tax and business rate collection is beginning to be understood. The collection estimates range from 5% reductions in council tax to possibly 20% in business rates. We are working with collecting authorities to understand the position and further information will be presented to the Authority later in the financial year. At that time, there may also be a better understanding of the Government's position with regard to loss of funding.

6. Update - Capital Expenditure and Financing

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

		Original Budget	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	1,250	1,767	3,017	1,636
Land & Buildings	6.3	1,220	663	1,883	2,030
Equipment	6.4	209	106	315	20
IT and Communications	6.5	775	619	1,394	46
		3,454	3,155	6,609	3,732
Financing					
Capital Receipts		-233	-262	-495	0
Loan		-1,616	-2,088	-3,704	0
Application of General Reserve		-881	-715	-1,596	-2,918
Revenue Contribution		-724	-90	-814	-814
		-3,454	-3,155	-6,609	-3,732

- 6.2 This budget covers the purchase of operational and non operational vehicles. The adjustment relates largely to carried forward funding relating to the delayed order of the two new aerial appliances and supplier delay in accepting orders for new vehicles. These appliances are now in service and will be fully operational by the end of the financial year.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided to enhance the training facilities for Ely and refurbishment of the station at Wisbech. The Huntingdon training project will form part of this budget and will be highlighted separately once planning is awarded and final cost quotations are received. This project is being funded from the Property Development Reserve.
- 6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.
- 6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last year's budget to fund the upgrade to our infrastructure, including Wi-Fi coverage across the Service.

Source Document	Location	Contact Officer
Revenue and Capital Budget Position 2020/21	Hinchingsbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Appendix 1

Budgetary Control Report to end of December 2020

Category Desc	Paragraph Reference	Revised Budget	Budget To Date	Actual To Date	Variance	Variance %
Full Time Firefighters	5.1	£ 12,851,880	£ 9,578,176	£ 10,026,451	£ 448,275	5%
Control Room Staff	5.1	£ 1,641,030	£ 1,220,768	£ 1,238,171	£ 17,403	1%
Local Govt. Employees	5.2	£ 3,958,834	£ 3,056,344	£ 2,685,539	-£ 370,805	-12%
Senior Management (Hay)	5.2	£ 2,963,170	£ 2,222,394	£ 2,487,281	£ 264,887	12%
Recruitment & Training		£ 699,045	£ 524,189	£ 449,962	-£ 74,227	-14%
Fire Allowances	5.1	£ 643,811	£ 503,651	£ 581,731	£ 78,080	16%
EMPLOYEE COSTS		£ 22,757,770	£ 17,105,522	£ 17,469,135	£ 363,613	2%
Property Maintenance		£ 412,702	£ 309,940	£ 231,997	-£ 77,943	-25%
Insurance		£ 65,350	£ 65,350	£ 59,165	-£ 6,185	-9%
Energy Costs		£ 319,780	£ 213,260	£ 167,915	-£ 45,345	-21%
Cleaning		£ 167,460	£ 114,833	£ 91,792	-£ 23,041	-20%
Rents & Rates		£ 728,660	£ 728,660	£ 729,405	£ 745	0%
PREMISES	5.3	£ 1,693,952	£ 1,432,043	£ 1,280,276	-£ 151,767	-11%
Car & Cycle Allowances		£ 69,144	£ 51,845	£ 47,195	-£ 4,650	-9%
Vehicle Running Expenses		£ 172,978	£ 129,893	£ 99,321	-£ 30,572	-24%
Vehicle Insurance		£ 161,690	£ 153,460	£ 132,935	-£ 20,525	-13%
TRANSPORT AND MOVEABLE PLANT	5.4	£ 403,812	£ 335,198	£ 279,450	-£ 55,748	-17%
Office Expenses		£ 319,691	£ 239,051	£ 157,069	-£ 81,982	-34%
IT & Communications Equip.		£ 2,056,155	£ 1,679,016	£ 1,224,726	-£ 454,290	-27%
Fire Equipment		£ 272,714	£ 189,953	£ 158,585	-£ 31,368	-17%
Uniforms & Clothing		£ 393,907	£ 296,852	£ 190,172	-£ 106,680	-36%
Other Supplies & Services		£ 1,325,179	£ 877,232	£ 1,206,403	£ 329,171	38%
SUPPLIES AND SERVICES	5.5	£ 4,367,646	£ 3,282,104	£ 2,936,956	-£ 345,148	-11%
CONTROLLABLE EXPENDITURE		£ 29,223,180	£ 22,154,867	£ 21,965,817	-£ 189,050	-1%
Other Income		-£ 1,350,800	-£ 736,111	-£ 1,386,311	-£ 650,200	-88%
Other Government Grants		-£ 1,538,510	-£ 1,153,881	-£ 1,075,958	£ 77,923	7%
CONTROLLABLE INCOME		-£ 2,889,310	-£ 1,889,992	-£ 2,462,269	-£ 572,277	-30%
NET CONTROLLABLE EXPENDITURE		£ 26,333,870	£ 20,264,875	£ 19,503,548	-£ 761,327	-4%
Debt Charges		£ 1,619,420	£ 87,897	£ 54,852	-£ 33,045	-38%
External Interest		-£ 90,000	-£ 38,979	-£ 31,313	£ 7,666	20%
CAPITAL FINANCING		£ 1,529,420	£ 48,918	£ 23,539	-£ 25,379	0%
Pensions - Lump Sums		£ 645,850	£ 484,386	£ 476,120	-£ 8,266	-2%
Operational Fire Budget		£ 3,192,350	£ 2,328,947	£ 2,338,541	£ 9,594	0%
SAFETY-NETTED EXPENDITURE		£ 3,838,200	£ 2,813,333	£ 2,814,661	£ 1,328	0%
NET EXPENDITURE		£ 31,701,490	£ 23,552,126	£ 22,341,747	-£ 785,379	-5%

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Service Transformation Manager – Tamsin Mirfin

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

Telephone: 07786 023436
matthew.warren@cambsfire.gov.uk

DATE: 11 February 2021

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an updated strategic risk report, as at January 2021, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Authority is asked to review and note the strategic risk report and the risk distribution scoring matrix at Appendix 1.

3. Risk Assessment

- 3.1 The strategic risk report potentially cuts across all of the criteria identified in Paragraph 4.1 below as, without effective risk management and appropriate, identified controls in place to manage the risk, any one of the risks may impact on the Authority.

4. Background

- 4.1 Risk management is a key element of corporate governance. It enables the Authority to;
- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
 - focus on priorities,
 - reinforce good practice,
 - encourage improved planning,
 - challenge poor performance.
- 4.2 It is the role of the Policy and Resources Committee to review the strategic risk report to ensure all perceived **High** and **Very High** strategic risks are included and assessed correctly with associated actions to address the identified risks.
- 4.3 The risk register has been refreshed with the current risks reviewed and assessed for their current validity and the mitigation actions have been updated or amended as necessary.

- 4.4 To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.
- 4.5 Constants are risks we would not expect to remove but we can control them to an acceptable level for example, the risk of financial crime. These Constants then have a state of either Active or Controlled. Active denotes that we are seeing an increased threat and are initiating further reduction actions. Controlled denotes that we have sufficient measures in place and the risk does not require additional action at this time.
- 4.6 Events, are risks that are initiated by an event, they are likely to arise and disappear for example, the comprehensive spending review. The risk associated with this will only be present whilst we are undertaking the review and once it is completed they will disappear or be realised (occur). If we are aware of an event but it has not occurred we note these risks as dormant, if the event is occurring the risks attached to it are live.
- 4.7 The state of a risk allows us to prioritise those for immediate attention and those that we should regularly monitor. It will also assist with reporting to ensure that the state of our risks is clearly understood.
- 4.8 The Authority's strategic risks are continuously reviewed by the Chief Officers Advisory Group against the following risk categories;
- Political,
 - Economic,
 - Social,
 - Technological,
 - Legislative,
 - Environmental,
 - Customer/Citizen.
- 4.9 Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also taken into account. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats. During COVID-19 we have made staff aware of potential threats in operation.
- 5.3 The Emergency Services Mobile Communication Project (ESMCP) remains in our very high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.4 As an organisation we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk. For our core and high risk systems, we have recently successfully completed a tender process to replace this system

and implementation is in progress, despite the current COVID-19 situation this project remains largely on schedule; this will assist in the reduction of this risk.

5.5 There are a number of risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our integrated risk management plan (IRMP) and we have a number of work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service.

5.6 In our last risk update the largest change to our risk register was the COVID-19 pandemic and the risks that this presents to our organisation and our critical functions. These have reduced and many have now moved to medium risks from very high and high, due to the mitigations that we put in place. We continue to monitor these.

6. Risk Register Extract

6.1 The following risks are scored as **Very High** risks, they are constants with an Active status, and mitigation actions are in progress to reduce this;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	M Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. March 2019 passed with a "Good". Expect next audit within a year. 2. Internal Audit scheduled.		1. 31/03/2020 complete/ongoing 2. May 2020 complete/ongoing		1 J Fagg 2. D Wilkinson	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service	J Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Network testing to be undertaken with Cambridgeshire Constabulary.		1. February 2021		1. J Barlow	
Comments					
This is a risk identified from the national project (ESMCP), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback in to the central project for resolution as required.					

6.2 There are four **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	J Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. J Anderson	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and other organisational priorities being impacted.	J Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully.		1. Ongoing		1. J Anderson	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and we are actively engaged in the project with Cambridgeshire staff seconded to the national project team in the form of the regional programme manager. We seek to work alongside the programme and are actively engaged to enable us to respond appropriately.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	J Anderson	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resource plans and the skillsets we had in place to manage this; resource plans will need to be kept under review.		1. Ongoing		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the service will now be					

working to. Engagement and monitoring of the situation is ongoing.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Service’s priorities e.g. ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	J Anderson	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing of four. 2. Reviewing of targets.		1. December 2020 2. April 2021		1. S Newton 2. S Newton	
Comments					
Riding our appliances with the correct numbers must take priority.					

6.3 The following risks are scored as **High** risks, all of which are constants with an Active status; mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community’s diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services.	S Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Consider and implement options for additional positive action resource. 2. Deliver outcomes from agreed Positive Action Plan.		1. March 2021 2. March 2021		1. S Smith / COAG 2. J Gavin	
Comments					
Work is ongoing and progressing in this area, we have already run have a go days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types operational competence is not sustained, especially on stations with low call demand.	S Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. Fire safety scenario (multi operational training) developed for core competencies and delivered (quarterly) for last two years 18/19. Evaluation to see how successful these are moving forward. 2. Training Centre Review to look at what needs to be		1. December 2020 2. January 2021 3. December 2020		1. J Sherrington 2. C Parker 3. C Parker	

delivered. 3. As part of the Training Centre Review what duty system (model) needs to be provided to be able to deliver the programme.		
Comments		
Work is progressing on the mitigation activities to reduce the risk.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	J Anderson	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Look to improve attractiveness of roles through use of more flexible employment terms, i.e. phased response and 25% contracts.		1. March 2021		1. S Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improved the recruitment process through STEP. Day crewing negotiations have taken place, with a trial in place for two years.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	R Stacey	Programme	12	8
Mitigation activities		Target completion		Owner	
1. Evaluate desktop audits to lower risk premises. 2. Review findings from new Beta version of Risk Based Audit Programme.		1. March 2021 2. April 2021		1. S Thompson 2. S Thompson	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk Based Inspection Programme in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge, this could impact upon the Service's ability to recruit to the On-Call service in these areas.	S Newton	Service Delivery	12	8
Mitigation activities		Target completion		Owner	

1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified to reduce risk of fires in the home.	1. December 2020	1. J Ball
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R188	There is a risk that the representative bodies national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.		1. Ongoing		1. J Anderson	
Comments					
We have embedded and established engagement with local representative bodies. The processes and negotiation routes established and working well. This risk is kept under review and the situation monitored as it develops.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e. Health and Safety/ asbestos exposure/Legionella/operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Training and assessments of competency levels available via iLearn - further work required to develop these.		1. Complete		1. Health and Safety Team	
Comments					
We employ specialists to provide advice and guidance in Health and Safety. Information has been disseminated to stations in the same place at each station. Raised awareness through Health and Safety Representatives. Incident monitoring to review Health and Safety. Health and Safety conduct six monthly visits to stations to assess level of compliance with requirements. Conducted a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness ISO 45001 Accreditation audit completed. Looked to see if national standard operating procedures can be utilised in Cambridgeshire (South East WOW). Resulted in new Contamination Policy. Training and assessments of competency levels available via iLearn and deployed July 2020.					

6.4 The following risks are scored as **High** risks, all of which are constants with Controlled status; mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	R Stacey	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Behavioural change review and implementing findings.		1. September 2020		1. Head of Community Fire Safety	
Comments					
This community risk informs the IRMP and therefore has a high priority with appropriate actions in place, monitored on a regular basis. Work has been completed and has seen this risk reduce from a Very High to a High.					

6.5 The following are **High** risks that are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R172	There is a risk that following the Brexit transition period, ending December 2020, we will be unable to share data with EU suppliers until an agreement is in place	D Wilkinson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Continue work to transfer data.		1. End December 2020		1. D Wilkinson	
Comments					
We have obtained a list of EU suppliers to analyse potential impacts to data sharing. We have kept up to date with latest developments / decisions regarding data sharing with the EU. We have worked to ensure data is transferred before the end of the transition period. This last action is impacted by our project implementations and this risk remains at this level until all work in completed.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key systems deteriorate, suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position.	M Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. One of our most critical systems, has completed a full tender process and contract awarded. Anticipated deployment of a new system in July 2021. 2. Working with existing supplier to maintain maintenance and ongoing support.		1. July 2021 2. July 2021		1. M Warren 2. M Warren	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R144	There is a risk that with the current sickness, maternity leave and resignations in Combined Fire Control we may not be able to deliver adequate call handling and mobilisation services, leading to a reduction in the level of service.	S Newton	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Training and development of managers in Control.		1. April 2021		1. J Hart	
Comments					
Recruitment campaign(s) in place. Control Action Plan created and in place. Reviewed structure of Control function to ensure it is resilient and meets the needs of personnel. Improved resilience across the Control function by implementing recommendation to manage Control with three Station Commanders. Over establishment to ensure resilience is available to cover for maternity leave and sickness absence has been maintained. Proactively filling as many temporary vacancies as possible to ensure stability of workforce and consistent management lines.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R091	There is a risk that there may be difficulties in the joint administration of the ICT shared service; it may need to be re-in sourced causing a budgetary increase and loss of resilience.	M Warren	Finance	16	4
Mitigation activities		Target completion		Owner	
1. Review collaborative structure of the shared service. 2. Reviewing ICT Shared Service governance. 3. Review of the Shared Service undertaken by SOCITM to determine future governance. 4. Action Plan in place to address findings included within the SOCITM Report.		1. June 2020 Complete 2. June 2020 Complete 3. April 2020 Complete 4. End November 2020		1. M Warren 2. M Warren 3. M Warren 4. M Warren	
Comments					
Work is ongoing to reduce this risk. Reviewed the existing shared service structure to check it has capacity to meet the requirements and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R165	There is a risk that with the exit from the EU there will be delays to imports and exports leading to lack of supplies in service while we await deliveries.	T Stradling	Service Delivery	12	6
Mitigation activities		Target completion		Owner	
1. Template of all risks by supplier listed and ownership allocated across procurement team, for monitoring and updating as we move into Brexit. 2. Continued monitoring of supplier plans required for any further potential impacts to suppliers Brexit strategy plans, being compounded by COVID-19.		1. March 2021 2. March 2021		1. T Stradling	
Comments					
Work is well in progress to understand the risk and to manage any impacts from this.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	J Anderson	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles. 2. Embedding the Development Advisory Board opportunities. 3. Introduction of coaching and mentoring scheme.		1. March 2021 2. December 2020 3. December 2020		1. S Smith 2. C Parker 3. J Hart	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R157	There is a risk that our crews do not have the right skills and knowledge to deliver quality and consistent community fire safety or safe and well activities meaning that we are not realising the full benefits from these activities.	P Middleton	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Delivery of maintenance training to operational crews.		1. On hold		1.J Ball	
Comments					
Reviewed prevention activity in light of COVID-19 and resumed on a risk based approach will reinstate this action when we return back to full prevention.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	M Warren	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Working on new CSR in 2020 (awaiting information). 2. Awaiting information/understanding of impacts due to increased public spending as a result of pandemic. 3. Aware of settlement for Year 1 (as CSR moved back 1 year).		1. December 2020 2. December 2020 3. Complete		1. M Warren 2. M Warren	
Comments					
Work is in progress to reduce this risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-192	There is a risk that due to the cessation of non-life risk prevention, protection and response activities due to the pandemic, that a large backlog is generated resulting in missed actions/referrals.	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
Mitigation actions have all moved to control actions. This is monitored weekly.					
Comments					
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available. As we reinitiate activities we conduct a risk assessment. Reduce the impact on delivery of our core functions caused by absentees and wherever possible assist in containing the spread of the virus, including when delivering our operational response. Initiated pre-screening telephone calls with those to be visited to risk assess impact of the visit. Recovery Cell set up to capture the impacts of activities not being completed and to understand how these will be reinitiated. Crews re-started Safe and Well visits and Business Engagement, following lockdown #1					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R149	Following the fire in Grenfell House there is a risk high rise premises in Cambridgeshire may not have satisfactory fire safety measures in place.	S Thompson	Health and Safety	10	5
Mitigation activities		Target completion		Owner	
1. Working closely with Local Authority, monitoring agreed works to remove cladding from the one premise identified. 2. Target high rise premises through newly formed county risk analysis group. 3. Target medium buildings (under 11/18m) to understand additional cladding risks. 4. Undertake work regarding Protection, Policy and Reform to audit all in scope (18m+).		1. December 2020 2. December 2021 3. April 2021 4. December 2021		1. S Thompson 2. S Thompson 3. S Thompson 4. S Thompson	
Comments					
All high rise residential premises have been audited and placed on the Risk Based Audit Programme. Joint audits completed with housing teams. Fire safety leaflet dropped to every flat in a high rise building in Cambridgeshire. Additionally, all high rise hotel premises have been audited, with no cladding confirmed.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-190	There is a risk that during the COVID-19 pandemic, through action or non-actions by the Service, there is a fatality of a member of staff or the public.	CFO	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Monitoring of guidance and advice published as well as PM press releases. 2. Core crisis team to review guidance and make appropriate decisions on actions or non-actions to be carried out by staff. 3. Communications channels to be set up with staff and partners to inform them of key decisions and impacts of these to normal service delivery. Daily communication updates to be sent.		1. Daily 2. Daily 3. Daily 4. Daily 5. Daily 6. Ongoing		1 and 2. Business Continuity Team 3. Media and Comms Team 4. OHU 5. Core Crisis Team 6. COG	

4. Service doctor engaged to provide advice to those considering long term isolation to shield those at home. 5. Activities conducted reviewed to ensure risks reduced. 6. Limiting visitors to stations to essential only across the Service so only crews and Control are in physical locations at present.		
Comments		
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available.		

GLOSSARY

CFC	Combined Fire Control
CISP	Cyber Security Information Sharing Partnership
COG	Chief Officer Group
COAG	Chief Officer Advisory Group
E&D	Equality and Diversity
ESMCP	Emergency Services Mobile Communication Project
GDPR	General Data Protection Regulations
H&S	Health and Safety
IRMP	Integrated Risk Management Plan
NCSC	National Cyber Security Centre
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service
TDG	Tactical Delivery Group
WOW	Ways of Working

Source Document	Location	Contact Officer
Strategic Risk Register	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Distribution of all Risks across the Scoring Matrix

I M P A C T	Very High	5	R109 - National Operational Guidance R163 - Migrating from Airwave	R011 - Negligence with regards to H&S R149 - Grenfell High Rise risk R190 - Corona Virus fatality - Staff/Public R144 - Control Resourcing	R158 - Ageing Training Centre R178 - On Call Retention	R093 - ESMCP sustainability (Issue) R094 - Cyber attacks R164 - ESMCP ESN resilience	
	High	4	R177 - Data breaches R148 - HMICFRS Actions and focus	R009 - Lack of awareness of legislation R146 - Mis-mobilisation R072 - Investment required in ICT and insufficient capacity to deliver R10 - Lack of controls around legislation R191 - Corona virus - loss of critical staff	R180 - Decrease in working age population R118 - Growth in county R165 - Brexit EU Imports/Exports R137 - Wholtime succession planning R188 - National picture from Rep Bodies R008 - Insufficient funding for the current Service R091 - ICT shared Service R192 - Corona Virus -activities stopped	R075 - Sustainability of On-call model R113 - Changing incidents impact to competence R141 - System support R117 - Aging population R161 - workforce diversity R172 - Brexit data sharing	R084 - Lack of information on ESMCP R085 - Timescales of ESMCP R183 - Conflicting priorities
	Medium	3		R111- Changing profile of the wholtime Service R007 - Insufficient funding for the new demands of Government R112 - On Call daytime availability R170 - Brexit - Public disorder R195 -Corona Virus - Recovery period R140 - Operational Competency levels R127 - Succession planning R194 - Corona virus - Impact to achievement of IRMP and other business activities R196 - Corona virus - support to other emergency services	R027 - National union discussion lead to disputes R167 - Brexit fuel shortages R132 - Major incident impacts normal service delivery R142 - Support to Addenbrookes hospital R188 - Support to Hinchinbrook Hospital R182 - Increase in teen population R001 - Reliance on key staff for core services R032 - Lack of resources make goals unachievable	R198 - Apprenterships additional workloads R157 - Delivering Community Fire Safety	
	Low	2		R046 - Skill sets to deliver Programme R155 - Evaluation of our activities	R083 - National power supplies	R181 -Urban isolation for the aging population	
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 17 December 2020
Time: 2pm – 3.50pm
Place: Virtual Meeting
Present: Councillors: S Bywater, W Hunt, M Jamil, D Over (Vice–Chairman), K Reynolds (Chairman), M Shellens and M Smith
Officers: Jon Anderson, Dawn Cave, Amy Jackson, Maurice Moore, Chris Strickland, Deb Thompson, and Matthew Warren

148. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Ashwood.

149. DECLARATIONS OF INTEREST

None.

150. POLICY AND RESOURCES COMMITTEE MINUTES – 23 JULY 2020

The minutes of the meeting held on 23 July 2020 were confirmed as a correct record and would be signed by the Chairman on the return to the office.

151. ACTION LOG

The Action Log was noted.

152. OVERVIEW AND SCRUTINY COMMITTEE MINUTES – 16th JULY AND 1ST OCTOBER 2020

It was resolved to note the minutes of the Overview and Scrutiny Committee meeting held on 16 July and 1 October.

A Member queried whether a number of actions had been completed from the July meeting:

Minute 84 – reports relating to the Fleet Management policies and procedures;

Minutes 85 – documents relating to the Governance Internal Audit report to be circulated to the Committee – it was confirmed that these had been circulated;

Minute 86 – documents relating to the Terms of Reference for a Member Led Review of how the Fire Authority had responded to the pandemic, and action relating to maintaining the Fire Authority meeting programme in the event of internet issues.

It was agreed that Democratic Services and Deb Thompson would check to see that all actions had been followed up appropriately. Action required.

153. COMPREHENSIVE SPENDING REVIEW AND DRAFT BUDGET 2021-22

The Committee considered an overview of the Comprehensive Spending Review (CSR) and the proposed draft budget for 2021/22. Introducing the report, officers advised that the ongoing economic uncertainty caused by the global pandemic made it challenging to forecast with any confidence. It had been confirmed that there would be no cut to the government grant for 2021/22, but the collection rate was a major concern, as many families were struggling to pay their Council Tax as a result of the pandemic. Additionally, the budget usually included a modest assumption on housing growth, but it was unlikely that this would transpire.

Set against this background of uncertainty there were additional cost pressures, which were set out in the appendix. These included continued pandemic related expenditure such as the cleaning contract. The cleaning contract had been due for renewal, but the decision had been taken to bring the service back in house, given that there had been issues with the cleaning contract over recent years, and the additional challenges of keeping all workplaces clean and Covid secure.

It was noted that Healthshield was a quasi private medical cover, which gave members the opportunity to escalate treatment for health issues which may otherwise result in prolonged sickness e.g. musculoskeletal problems, by providing early intervention such as physical therapy.

In line with government announcements, no uplift was expected to public sector pay, with the exception of the Armed Forces.

A Member commented that the public were usually very sympathetic when consulted on the need to increase the Fire Service's budget, but asked if an uplift lower than the proposed 2% had been explored, given that many families were struggling financially. Officers acknowledged this point, and commented that the 2% increase per year would only result in an increase of £1.44 per year for the average family, but this could still be difficult for some families when combined with other pressures. However, it was essential to

set a rate that protected the Fire Service, and no increase would result in the Service having to identify savings of approximately £400K, which would inevitably require staffing cuts. Whilst management were conscious that ultimately they may need to review future staffing structures, this was only at the scenario planning stage currently, and it would not feed into the 2021/22 budgets. However, senior officers were cognisant of the risks to the public sector longer term due to the unprecedented impact of the pandemic and Brexit on the national economy. The Service's overall budget had reduced by the equivalent of £8M since Austerity measures had been introduced in 2010/11. Senior officers were keen to maintain good continuity of service going forward.

With regard to Council Tax collection, a Member asked what happened to the additional Council Tax generated from new homes which became occupied during the municipal year e.g. in May 2021. It was confirmed that when budgets and Council Tax were set, part of the equation was an estimate by authorities of their expectations for housing growth. Whilst some housing growth would come through in 2021/22, the total 1% housing growth estimated for 2020/2021 would not be realised, so zero housing growth was factored into the figures for 2021/22. In reality, there would be some housing growth in the coming year, but this would offset the shortfall in the current year. It was confirmed that if there was housing growth at the end of the municipal year above what had been estimated, precepting authorities received additional funds to meet the additional return.

Discussing Reserves, it was noted that the Fire Service currently had very strong Reserves, but significant sums were ringfenced for major projects, notably property. Reserves were also being used to recruit whole-time firefighters in a planned way, in advance of firefighters who were planning to retire, so that the new recruits had time to become established and experienced ahead of their colleagues' retirement. This was because crewing was already 'lean' so this approach ensured there was no detrimental impact on performance. In terms of minimum Reserve holdings, officers suggested that these should be around 5% of the overall budget, which equated to around £1.5M.

In discussion:

- it was confirmed that the Fire Service was benefitting from the current low cost of fuel;
- A Member suggested that recruitment would be easier going forward. Officers agreed, adding that staff turnover had been very low in the current year;
- In terms of the Minimum Wage, it was confirmed that those on low wages would have their salaries inflated, but very few staff were below the £24.5K threshold;

- One Member cautioned against “stand still” Council Tax demands, i.e. not increasing the precept, which would subsequently take many years to recover from.

It was resolved unanimously:

1. endorse the draft budget for 2021/22 including the provisional precept attached at Appendix 1 to the report;
2. endorse the proposed draft 2% increase in council tax for consultation.

154. PROPERTY UPDATE (INCLUDING COLLABORATION WITH CAMBRIDGESHIRE CONSTABULARY)

The Committee received an update on progress against Police and Fire collaborative property schemes.

The Fire Service was in the first year of a four year Capital Programme for land and buildings, which had been agreed by the Fire Authority in February 2020. The programme linked together a buildings condition survey, the wider strategic planning process, the Integrated Risk Management Plan (IRMP) and also fed in to the Property and Asset Board. The global pandemic had had a significant impact on the way many facilities were used by staff, and an assessment of the long term impact of those changes needed to be reflected in the Programme going forward.

A number of On-Call stations had been designated “strategic stations”, owing to their location, as roaming appliances used them as bases. The upgrades that these stations had benefitted from were outlined. The importance of the Programme in delivering services and providing the best facilities for staff, whilst recognising budget constraints, was stressed.

One Member commented favourably on the works that had taken place at his local Station, and stressed the importance of delivering a good service and facilities for staff.

It was noted that in addition to the property issues, there was a wider piece of work relating to ICT systems. There were significant differences in the way the Fire Service utilised ICT systems compared to the Police, and to move forward collaboratively with the Police on ICT systems would be challenging both financially and practically.

It was clarified that a reference to high staff turnover related to a wave of operational staff retirements over recent years – few staff voluntarily left the organisation prior to retirement.

There was a discussion about cooperation and collaboration with the Police, and a Member suggested that co-operating with other public sector bodies such as the Police and Ambulance Service should be encouraged, but stressed that this was very different to merging with the Police.

On the issue of broader collaborative projects, officers advised that there had been exploratory work on the appetite for collaboration with the Police, specifically around property group collaboration. However, in discussions with a wide range of stakeholders in both organisations e.g. HR and ICT, it had become apparent that culturally the two organisations were very different in how they use their property functions, particularly with regard to ICT, and examples of these cultural differences were given. Owing to these challenges, both organisations had suggested that an options paper be brought forward in June 2021 to better understand the impact of potential changes.

It was resolved unanimously to

1. note the progress made to date;
2. approve the proposed next steps for collaboration, as set out in paragraph 6.3 of the report.

155. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020-21

The Deputy Chief Executive presented a report containing an update on revenue and capital spending as at 30th November 2020.

An error was highlighted in paragraph 4.3 of the report, which should reference "... the main variations to the end of November 2020".

Members noted the following:

- The overspend for Whole Time Firefighters and Control Room Staff, and also Fire Allowances. An additional burden this year was included in Fire Allowances related to operational officers providing cover out of hours, as there had been a number of instances where additional staff have been required to cover the rota due to long term officer sickness;
- In terms of senior managers pay, a significant proportion related to former ACFO Rick Hylton, but this was offset by income;
- Increases due to Covid-19 expenditure. There were also a number of reductions due to Covid-19, due to reduced vehicle movements, energy usage, etc. In addition, BP had kindly paid for fuel at start of year;

Arising from the report:

- A Member asked if problems were still being experienced with parking outside Ely Fire Station, by parents whose children attended the nearby school, as he had contacts who could help. It was confirmed that there were no longer problems with inappropriate parking;
- A Member queried a reference to PPE purchased on behalf of partners. It was confirmed that the PPE had been purchased on behalf of the Local Resilience Forum, with a large proportion going to the NHS. Payment was still awaited for this (approximately £180K) but officers were confident that this would be paid. There was also a large quantity of hand sanitiser that had been purchased which was found not to be suitable, and this was being followed up with the supplier and manufacturer. Again, officers were confident that this would be reimbursed;
- Noting that sadly many companies in the hospitality sector were going out of business, a Member queried the likely impact on Business Rates collection? Officers advised that this was a difficult situation for the collecting authorities, but central government had indicated that they would be underwriting 75% of that lost income, although it was unclear at this stage how this would work in practice;
- A Member queried the final column on Appendix 1, "Variance Percentage". It was confirmed that this was variance against what was expected to be spent or received to date. It was noted that the budget to date needed amending as debt charges do not go through until the end of the year, and officers agreed to amend this schedule for future meetings. Action required.

It was resolved unanimously to:

note the position on revenue and capital spending.

156. FIRE AUTHORITY PROGRAMME MANAGEMENT - MONITORING REPORT

The Committee received a report that provided an update against the Fire Authority Projects for 2020-21.

Members noted the following points relating to the major change programme in the Appendix:

- Major ICT infrastructure: the system was being upgraded to Office 365 which was Cloud based, including a document based system called Sharepoint. It was anticipated that migration would start early in the new year, but timescales were rated Amber as there was some uncertainty on how to move documents from the old into the new system;

- With regard to the Integrated Communications Control System (ICCS) and Mobilising Solution, the Service was working with Systel to implement a brand new emergency response system. Systel were a French company, providing systems to Fire Services all over Europe including some services in UK. Some delays had inevitably occurred due to the global pandemic and the associated travel restrictions, and currently there were difficulties with the French engineers travelling to the UK. However, the Home Office provided travel exemptions for certain employers. A three month delay was expected, but the project should be complete by July 2021;
- A Member queried the “deviation report” listed against timescales for ICCS. Officers confirmed that this was part of the process to formalise the delay in implementing the system;
- With regard to Project Lead Members it was noted that usually Type 3 projects required a member to participate, and Cllr McGuire had been the lead member for ICCS and Mobilising Solution;
- Noting the statement “revisits required for coverage testing” for P089 ESMCP (Emergency Services Mobile Communications Programme), a Member asked if officers were happy they had a suitable system in place in the meantime? Officers confirmed that this was a Home Office project, and the Home Office had recently advised that this project had been delayed for six months. Work was being undertaken with the Police on testing coverage, as they were using the same communications system, and coverage was the critical part of the project. It was confirmed that the main risks of the delay sat with the Home Office, although the cost of Airwave was the Fire Service’s main risk, as the cost was higher than the new system;
- With regard to Project P126 – Huntingdon Station relocation – it was noted that the response on the Planning Application was due on 24/12/20, but since the agenda had been published, it had been confirmed that this would be delayed by around three weeks;
- With regard to P118, Fireground Radios, a Member queried the statement “Unable to Go Live until Breathing Apparatus refresh is complete as the pouches are not compatible with the current Breathing Apparatus sets – awaiting date for this completion to plan deployment of radios”, officers confirmed that they had been aware of this issue, and had taken the decision not to purchase pouches which would become obsolete once the new radios were introduced;

- P122 Training Centre review – options appraisal paper had been due to be completed by 03/12/20 – it was agreed that an update would be circulated. Action required;
- P093 Co-responding – it was confirmed that this related to working with the Ambulance Service in areas where that Service was struggling to meet response times. It was confirmed that this was still a sensitive area in terms of industrial relations, as the national position of the FBU was that firefighters should not be doing this work. However, co-responding continued at two stations, as it could not wait for national negotiations regarding pay to be resolved, and it was judged to be the right thing to do for the communities served;
- P116 Aerial replacement – a Member was pleased to note the good progress being made on this project;
- With regard to project p125 - ICU – it was confirmed that timescales had slipped due to the pandemic. The ACFO agreed to circulate revised dates. Action required;
- P131 - GIS – it was confirmed that the “Social demographic risk modeller” assessed where appliances needed to be located on the basis of demographics.

It was resolved unanimously to:

note the Integrated Communications Control System (ICCS) and Mobilising System Replacement Project update at Appendix 1 to the report and the Programme Status Report, as at December 2020, attached at Appendix 2 to the report.

157. POLICY & RESOURCES COMMITTEE WORK PROGRAMME

Members noted that the 2021/22 dates, which had been agreed following the last Fire Authority meeting, would be added to the Work Programme. A reminder would be issued regarding the seminar before the full Fire Authority meeting in February. Action required.

A Member raised concerns regarding the Elections scheduled for May 2021, and the impact this would have as it was likely there would be many new Fire Authority Members. Officers reassured Members that there would be a full induction programme for new Members, prioritising the most critical areas.

It was unanimously resolved:

To note the Work Programme

158. EXCLUSION OF PRESS AND PUBLIC

In response to a query, officers advised that whilst much of the content of the reports was not private, the legal advice that would be referred to under this item was confidential.

It was resolved that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the 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)

159. PENSION UPDATE

Members considered an update on the Firefighters Pension Scheme (FPS) and a recommended position to immediate detriment.

It was resolved unanimously to:

1. note the latest position with regards to immediate detriment,
2. approve the Fire and Rescue Authorities (FRA) Scheme Managers approach to immediate detriment (paragraph 4.6 of the report).

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE – MINUTES

Date: 1 October 2020

Time: 14:00 – 14:40

Place: Virtual Meeting

Present: Councillors Bond, Gardener (Vice-Chairman), Gowing, Harford, Kindersley, McGuire (Chairman) and Scutt

Officers: Jon Anderson – Assistant Chief Fire Officer, Dawn Cave – Democratic Services Officer, Dan Harris – Head of Internal Audit, Chris Parker – Area Commander, Stuart Smith – Group Commander and Deb Thompson – Scrutiny and Assurance Manager

90. APOLOGIES FOR ABSENCE

Councillor Bond joined the meeting late.

91. DECLARATIONS OF INTEREST

None.

92. MINUTES – 16 JULY 2020

The minutes of the meeting held on the 16 July 2020 were agreed as a correct record.

93. INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE MEASURES

The Committee received a report on performance against the Service's Integrated Risk Management Plan performance measures.

The COVID-19 pandemic had had a considerable impact, both positive and negative, on some performance measures. Average attendance for the first pump to incidents in both urban and rural areas had improved considerably, to 7 minutes 49 seconds and 11 minutes 45 respectively. An anomaly was noted in the urban figures provided, and it was agreed that this would be checked and confirmation circulated. **Action required: ACFO.** The improvement resulted from reduced traffic during the lockdown period, and increased On-Call availability from people working at home or being furloughed. Response to all incidents within 18 minutes had increased to

95.1%, which was above the target, and was again mainly attributable to the reasons outlined above.

The numbers of primary and secondary fires had increased, and the increases were mainly domestic fires. Fortunately there had been no fire deaths, but there had been a very slight increase in fire casualties, although most of these had been minor injuries.

There had been a significant drop (54%) in the number of road traffic collisions (RTC's) due to fewer people being on the roads, and also a reduction in the number of special services attended in total.

For equality and diversity indicators, the diversity of job applicants and employees had increased in all areas over the last five years, most significantly, there was a higher rate of female applicants. However it was acknowledged that much work was still to be done in this area, especially around the diversity of operational staff.

The number of engagements with businesses had reduced over the period due to some businesses being closed or operating at a reduced level over the pandemic period.

During discussion of the report, individual Members queried:

- the “discriminative nature of fire” (paragraph 4.1 of the report). Officers confirmed that this referred to the way in which fires were more likely to affect certain groups e.g. poorer individuals or those from BAME backgrounds, and that elderly individuals involved in fire were more likely to die;
- if the reduction in RTCs was proportionate to the reduction in traffic, or whether it was the case that proportionately there were actually more RTCs, due to some individuals driving irresponsibly on empty roads? Officers were unsure whether the reduction was proportionate but agreed to follow this up. Action required: ACFO.

It was resolved unanimously to:

note and comment on the contents of the performance report in Appendix 1.

94. REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE HEALTH AND WELLBEING

Members considered the Member-led review of health and wellbeing, presented by Councillor Harford, who had led the Review.

Councillor Harford thanked all those who had contributed to the report, especially Deb Thompson, and those who had taken part for their open and honest responses. It was reassuring that continuing commitment to communities was at the heart of service delivery. The first recommendation was that the Service should continue to work at the action plan it had set itself, and that action plan should be reviewed appropriately to pick up relevant changes e.g. changes of personnel. Evidence from Officers indicated an outward facing service with leadership willing to share and profit from good practice in investing in people. The report also recommended that there should be a further review, as 2024 was some years away, and things could change quickly.

The Chairman thanked Councillor Harford for her comprehensive report.

During discussion of the report, individual Members:

- noted an issue with the appendices (technical issue that was explained);
- commended Councillor Harford and Deb Thompson for all their hard work and producing such a succinct report from the wide range of information collated;
- commented that it was pleasing to note that Councillor Harford concluded that the Service was authentic in its commitment to helping people, and there was no evidence of any kind of toxic culture, for which senior management should be congratulated;
- observed that whilst there were many negative effects of the pandemic it was good to see some positives.

It was resolved to note the report.

95. MEMBER INVOLVEMENT IN AND UPDATE ON THE CAMBRIDGESHIRE FIRE AND RESCUE RESPONSE TO THE COVID-19 PANDEMIC

The Committee considered an update on the Service's response to the COVID-19 pandemic. It was noted that this had been the subject of an Authority Member Seminar recently and many of the issues had already been explored at that forum. A number of activities that had been reduced or suspended during the pandemic were slowly being reintroduced, e.g. re-crewing roaming appliances.

An inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) was due week commencing 5th October, and the Chairman would be interviewed as part of the process.

The Committee Chairman advised that along with the Vice Chairman, he had had opportunity to go through the Service's self-assessment return to the Home Office recently with Area Commander Parker and Group Commander Smith. In addition, the inspection had been discussed at the recent Member Seminar.

A Member observed that whilst most of Cambridgeshire was low to medium risk in terms of increasing COVID-19 cases, there was higher incidence in Peterborough and Cambridge City was also a potentially risky area as students returned. He suggested that it may be worth adding this point to any submission, i.e. that the Service recognises that the pandemic remains a fluid situation and there were potential risks in Peterborough and Cambridge; a Cambridgeshire Member supported these comments. Action required: Officers agreed to add this in to the return to HMICFRS.

The Committee Chairman thanked Officers for the report and commented that he was confident that the Inspection would go well and the verdict would be that CFRS had performed well during the pandemic.

It was resolved to note the detail within the report.

96. INTERNAL AUDIT PROGRESS REPORT

The Committee considered the Internal Audit progress report. Dan Harris, Head of Internal Audit, advised that whilst four reports had been listed as being finalised since the last Committee, the Governance Fire Authority report had actually been considered by the Committee at its previous meeting.

Two of the final reports, *Procurement – Proactive Processes* and *Risk Management* both had Reasonable Assurances, whilst the final audit report on *Fleet Management – Policies and Procedures* had an 'Advisory' opinion. In response to a Member question, it was confirmed that an 'Advisory' may be issued if a review was not complete, or was an evolving area.

The Internal Audit team was very grateful to Officers and Members that they were still able to operate remotely during the pandemic, and gave particular thanks to Officers for allowing Internal Audit colleagues to access information, and being available for virtual meetings. As a result, good progress had been made, with half of the Internal Audit programme delivered with no significant weaknesses being identified in processes.

There was a discussion on the Governance report, where concerns had been expressed relating to a declaration of interest made by a Councillor, who was a Member of the Police and Crime Panel. The Chairman commented that the Councillor has no authority or pecuniary interest in Cambridgeshire Constabulary, which was why this had not been flagged up, but had made the declaration in the interests of transparency. The Chairman commented that it would be helpful to have an assessment at the time of the meeting or subsequently if a declaration was relevant.

A Member commented that the layout of the report this year was easier to follow than previously.

It was resolved to note the report.

97. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Overview and Scrutiny Committee work programme. More detail would be added to the programme once meeting dates for 2021/22 had been agreed at the Fire Authority meeting later in the month.

There was a discussion on the likelihood of face to face meetings recommencing. One Member pointed out that it made sense to continue Committee and informal meetings virtually, in the interest of saving Member resources, although he conceded that some meetings e.g. Annual Meeting of the Fire Authority, may need to take place face to face as they were more formal. However, he felt the default option for most meetings should be virtual. The Chairman commented that this issue continued to be debated at both local and national level, and advice would emerge in due course.

It was resolved to note the work programme.

CHAIRMAN

FIRE AUTHORITY OVERVIEW AND SCRUTINY: MINUTES

Date: 7 January 2021

Time: 2.00 pm – 3.10pm

Venue: Virtual Meeting

Present: Cambridgeshire County Councillors: I Gardener (Vice-Chairman), J Gowing, L Harford, S Kindersley, M McGuire (Chairman) and J Scutt

Peterborough City Councillor A Bond

Officers Present: Jon Anderson, Rachel Brittain, Dawn Cave, Daniel Harris, Shahin Ismail, Chris Parker, Deb Thompson, Matthew Warren, Matthew Weller

Welcoming Members, the Chairman paid tribute to Cllr Janet Goodwin, a valued Member of the Fire Authority for many years, who had sadly passed away in December. Councillors Kindersley and Scutt also paid tribute to Cllr Goodwin and passed on their condolences to her family.

98. Apologies for Absence

There were no apologies for absence.

99. Declarations of Interest

None.

100. Minutes – 1st October 2020

The minutes of the meeting held on 1st October 2020 were approved as a correct record and would be signed by the Chairman when next in the office.

101. Action Log

The Action Log was noted.

102. Integrated Risk Management Plan Performance Measures

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets. The data presented covered the period up to 30th September 2020.

It was noted that performance in most areas had been affected by the Covid-19 pandemic, particularly attendance times, where there had been improvements due to greater availability of On-Call firefighters and less traffic. Additionally, there had been a reduction in the numbers of both primary and secondary fires, fire casualties, the number of road traffic collisions attended and incidents requiring special services.

With regard to diversity, there had been small increases in both female and black, Asian and minority ethnic applicants and employees, but figures had remained broadly static. The most significant increase had been the increase in the number of female On-Call firefighters, from 12% to 16%.

There had been slight increase in non-domestic fires i.e. fires not in residential dwellings. The reason for this was unclear, but officers agreed to ask the Performance Team to undertake some analysis of these figures. Action: ACFO.

The number of Fire Safety Audits during the period had dropped dramatically due to businesses either being closed or having limited access due to the pandemic. However the Service was adapting to doing its work in a different way, giving fire safety advice virtually in most cases.

During discussion Members raised the following points:

- Noting that the reporting period was to the end of September 2020 and that the initial lockdown period effectively ended at the end of June 2020, asked if any changes were discernible in the second quarter compared to the first, when there was a full lockdown, e.g. RTCs? Officers confirmed that RTC figures dropped dramatically when the first lockdown started, and whilst they increased when first lockdown finished, figures remained well below the five year average. Officers also commented that it would be interesting to see the longer term impact e.g. as a result of more people working at home so not commuting;
- It was noted that the latest police accident data for the number of people killed and seriously injured on the county's roads was for the period ending December 2019 and was therefore not relevant to the period under consideration;
- With regard to the diversity of job applicants and employees, a Member noted that the proportion of the workforce in the 17-35 age bracket had increased in all areas except Professional Support. The Member asked what roles Professional Support covered and whether fewer younger people being recruited in this area could be a risk? Officers confirmed that Professional Support related to non-uniformed roles in areas such as human resources and finance. During the period in question, there had been significant recruitment for uniformed staff roles, which tend to be at earlier stages of individuals careers. There had not been the same level of recruitment for Professional Support roles during this period;

- A Member asked how the reduction in Fire Safety Audits impacted on residential care homes, which were a considerable risk area. It was confirmed that due to the pandemic and the vulnerable nature of residents, those audits could not be carried out. However the Service remained in regular contact with care homes and was giving regular advice on fire safety to those settings;

It was resolved unanimously to note the contents of the performance report in Appendix 1 to the report.

103. Independent Review into the Oversight of Local Audit and the Transparency of Local Authority Financial Reporting

Members considered a report on the Independent Review carried out nationally by Sir Tony Redmond and the response to that review by the Ministry of Housing, Communities and Local Government (MCHLG) released in December 2020 and its impact on the Fire Authority.

The Independent Review focused on the external audit function in the public sector, specifically the sustainability of the accounting and audit sector, as there have been a number of challenges over the last couple of years, especially in respect of missing the contractual deadline for sign off. The intended outcome of the review was to deliver a new framework for effective local audit and an annual financial statement which enables all stakeholders to hold local authorities to account for their performance together with a robust and effective audit reporting regime.

The following points were noted:

- The difficulties attracting larger firms in market, possibly due to the level of fees offered;
- The issues in terms of oversight: PSAA (Public Sector Audit Appointments) was the body that appoints auditors on authorities' behalf, but it was less clear who should manage and govern those auditors once they were in place;
- The issues around transparency i.e. whether the average member of the public could understand financial accounting statements, and whether attempts should be made to simplify them to make them clearer.

Commenting on the report:

- A Member observed that many of the issues in recent years, in terms of closure of accounts, resulted from recruitment difficulties experienced by auditors. Officers agreed that there was a shortage of appropriately qualified and experienced auditors, and this issue needed to be addressed. They also highlighted that the publication date for final,

audited accounts was the same for local authorities as the NHS, which meant that auditors dealing with the public sector were under a lot of pressure in a short period of time;

- A Member was concerned that the new regulatory body that was proposed might replicate the size and complexity of the Audit Commission and may just present another level of bureaucracy and additional costs. She felt that this would be unfair, especially if the root of the problem was the accounting companies' inability to recruit;
- A Member commented that the market was reducing because local government settlements had become so squeezed, and this was a broader political issue nationally. Whilst the impact of the review may not be felt initially, he feared that longer term it would have a significant impact, especially for those local authorities with complex financial arrangements;
- In terms of timescales, it was noted that it was very unlikely any of the outcomes and actions of the review would be implemented prior to the end of the 2021/22 accounts.

It was resolved unanimously to note the content of the report and in particular the elements that will directly affect the Authority (paragraph 7 of the report).

104. Cambridgeshire and Peterborough Fire Authority – Annual Audit Letter

The Committee received the Annual External Audit Letter for 2019/20.

Members were reminded that they had considered an update on the outcome of the appointed auditors' annual audit and audit completion report at the Fire Authority meeting in October 2020. At that stage, the main outstanding area to be resolved had related to the Pension Fund, as that work was unresolved at that time.

It was noted that the deadline for completion of the 2019/20 Accounts had been deferred until 30th November 2020 by government, due to the pandemic. Whilst the Accounts had been ready at that date, due to administrative issues, they were not actually signed until 1st December 2020, as there had been a number of adjustments to be agreed by managers.

It was noted that there was a proposed amendment to fees for the 2019/20 Audit, and this would be negotiated with the Deputy Chief Executive. This increase would comprise two elements reflecting increased workload, some of which was for this audit only i.e. a one-off, and part which would be included in an annual uplift. This would also need to be agreed by the PSAA. The final proposed amendment to fees would be reported to Committee Members.

Action: DCEO.

During the course of discussion, Members:

- Thanked the Auditors and officers for all the work undertaken;
- Observed that in terms of transparency, whilst materiality was judged to be above 2% of gross expenditure, this did mean that many items below this threshold were deemed “not material”, but were huge in layman’s terms;
- Noted that “CIES” denoted “Consolidated Income and Expenditure Statement”.

It was resolved unanimously to:

Note the Annual Audit Letter.

105. Managing Risks in a Changing Environment – Analysis of Fire Risk Registers

Members considered a report from the Fire Authority’s External Auditors, BDO, regarding risk management by fire and rescue services (FRSs). The report identified some persistent challenges, together with some new and emerging risk areas, particularly in relation to the COVID-19 Pandemic, IT and the external environment.

The Risk Registers of 16 FRSs were included in this exercise, with 264 individual risks examined in total within those Risk Registers. Each risk was then categorised by key theme to understand those areas of greatest concern. As well as the risks highlighted, services needed to be alert to opportunities for development and service enhancement. Those officers managing the Risk Register needed to be aware of this report and determine whether the Service’s Risk Register needed to be updated in any way.

Arising from the report:

- A Member queried whether there would be any adverse impact resulting from the delay of implementation of the ESN (Emergency Services Network). Responding, Daniel Harris advised that he attended a number of police and fire service Audit Committees and this was a common concern. It was clear that the main issue was the availability and robustness of the existing system (Airwave). There were certain pieces of equipment that support the existing system that were becoming more difficult to source and this would become more of an issue the longer the delay went on. It was also noted that the costs of the ESN system had practically doubled over the last 3-4 years, so there was also a financial risk;
- A Member raised an issue about employee engagement and mental health. Given that the Service was regarded as an exemplar, he felt it was important to lead on this area and explore issues that were not standard

practice at the moment. The problems in recruiting to the new mental health and wellbeing post were a concern but he was also concerned about the longer term impact of the pandemic, both in terms of PTSD for existing employees, but also the suite of issues that might arise from the pandemic in the long term, e.g. issues with home working, and the problems faced by school children and school leavers who would be the Service's future employees. Responding, officers commented that there was value in the Service evaluating what has been done to date with regard to the pandemic, especially in terms of mental health and wellbeing. They agreed that it was vital to prepare for the future, in terms of future employees, and be cognisant of the longer term impacts of the pandemic. Some other Members supported these comments, and suggested that issues such as torpor in emergency settings could have really serious consequences;

- A Member raised the issue of succession planning: whilst acknowledging that the Service currently benefitted from outstanding leadership, this could be at risk if appropriate succession planning measures were not put in place;
- A Member queried the reference to “de-collaboration – where intended efficiency outcomes or public safety objectives are not realised” under the section on “areas of potential efficiency gains”. Daniel Harris advised that this related to some criticism by HMICFRS on some collaborations, especially with the police. It was confirmed that there had been no criticism of any Cambridgeshire collaborations with either the police or neighbouring fire services;
- A Member asked the extent of local collaboration with partners at the County Council, Environment Agency and police for flooding events, as it was vital that the fire service was joined up with partners for these events. Officers outlined the regular group meetings with partners that take place during events such as the recent flooding, and confirmed that there would be debriefing to review what had happened and what lessons could be learned to ensure that the Service was better prepared for future incidents;
- A Member observed that there had been issues during the current pandemic, especially in health settings, with PPE (Personal Protective Equipment) not fitting some individuals, especially smaller women, and she asked if that issue had been reviewed. Officers outlined the proactive measures that had been taken by the Service with regard to PPE and there had been no reports of PPE not fitting correctly. PPE provided to operational staff was supplied to fit the size and shape of each individual.

It was resolved unanimously to:

note the report .

106. Key Financial Controls

The Committee received a report that focused on the key controls in Ledger Access, Policies and Reporting, Accounts Payable, Cash and Treasury Management, and Asset Management.

In terms of progress year to date, the auditor anticipated issuing an unqualified opinion at year end.

A correction was noted to the second sentence of the last paragraph of page 6 of the report, which should read “the one outstanding medium priority action related to having not documented who *has* authority to improve investments had been delegated”.

It was resolved unanimously to note the report.

107. Internal Audit Progress Report January 2021

The Committee considered the Internal Audit Progress plan for 2020/21.

Since the agenda had been published, the Deputy Chief Executive had been in touch with the auditors to defer the People Strategy Review, as that team was not fully resourced, due to the impact of both the pandemic and HMICFRS activity.

It was resolved unanimously to note the Internal Audit Progress Report.

108. Member-led Review of Best Practice Consultation with Representative Bodies – Terms of Reference.

The Committee received the Terms of Reference for the Member-led review regarding best practice consultation with representative bodies.

Presenting the report, Members noted that the Terms of Reference for this review had previously been considered by Committee, but for many reasons, the review had not started.

Members confirmed that they were happy with the Terms of Reference and for Cllr McGuire to lead the Review, with Councillor Gowing assisting. One Member suggested that it was important in terms of public perspective to identify the Committee Chairman as leading this review. It was anticipated that this work should be completed in time for the Committee meeting in April.

It was resolved to approve the Terms of Reference.

109. Member-led Review of Approach to Recruitment

The Committee received an oral update regarding the Member-led review of approach to recruitment. Again, it was noted that this review had been deferred, partly due to the events 2020 but also because Members had wanted to analyse the BAME data on previous firefighter recruitment campaigns, which was only now available.

Members acknowledged that there were some very different issues to consider as a result of the changes over the last year but agreed that as the Service was now at the beginning of another firefighter recruitment campaign, it was appropriate to work towards concluding the review in time for presentation to the Committee in April.

It was resolved to note the update.

110. Overview and Scrutiny Work Programme

Considering the updated work programme, Members noted that virtual meetings would continue for the foreseeable future.

It was resolved to note the work programme.

Chairman

