

FIRE AUTHORITY



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

Date: Wednesday, 15 November 2017

14:00hr

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

AGENDA

Open to Public and Press

1. **Apologies for Absence**
2. **Minutes of the Fire Authority meetings held 15th June and 12th July 2017** **5 - 40**
3. **Chairman's Announcements**
4. **Declarations of Interest**

Guidance for Councillors on declaring interests is available at:

<http://tinyurl.com/cc-conduct-code>

DECISIONS

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12. Exclusion of Press and Public

To resolve 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 any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)

13. Replacement Mobilising System

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman) Councillor John Peach (Vice-Chairman)

Councillor Andrew Bond Councillor Mohammed Jamil Councillor David Over Councillor Donald Adey Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Paul Raynes Councillor Terence Rogers Councillor Jocelynne Scutt and Councillor Mandy Smith

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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

The Fire Authority is committed to open government and the public are welcome to attend from 10.00am

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

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

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Thursday 15 June 2017

Time: 2:00-4:10pm

Present: Cambridgeshire County Council:

Councillors D Adey, S Bywater, D Giles, J Gowing, S Kindersley, M McGuire, L Nethsingha, P Raynes, K Reynolds (Chairman), T Rogers, J Scutt and M Smith

Peterborough City Council:

Councillors A Bond, M Jamil, D Over and J Peach (Vice Chairman),

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

1. ELECTION OF CHAIRMAN/WOMAN

It was resolved that Councillor K Reynolds be elected Chairman of the Fire Authority for the ensuing municipal year.

2. APPOINTMENT OF VICE-CHAIRMAN/WOMAN

It was resolved that Councillor J Peach be elected Vice-Chairman of the Fire Authority for the ensuing municipal year.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Gardener.

4. MINUTES OF THE MEETING ON 9 FEBRUARY 2017

The minutes of the meeting on 9 February 2017 were agreed as an accurate record and signed by the Chairman.

5. CHAIRMAN'S ANNOUNCEMENTS

The Chairman paid tribute to the work of Sir Peter Brown, the previous Fire Authority Chairman, and with the agreement of Fire Authority Members agreed to send him a letter of thanks, for both his work on the Fire Authority and his wider work for the people of Cambridgeshire and Peterborough over the years.

All present observed a minute's silence for the victims of the Grenfell Tower tragedy.

Given the terrible incident at Grenfell Tower in London the previous day, the Chairman asked the Chief Fire Officer to comment on the situation in Cambridgeshire with regard to high rise buildings.

The Chief Fire Officer said that the Fire Services' thoughts were with those involved in this devastating event, and he praised the professionalism and sheer bravery of all those involved. Senior fire officers had met to discuss the implications of the incident for Cambridgeshire and Peterborough, and had issued communications providing advice and reassurance for residents, especially those residents living in high-rise residential accommodation who were concerned about their safety. There were fewer than ten such buildings in Cambridgeshire and Peterborough, and all were checked regularly, and would be revisited in the coming weeks. A full investigation would be carried out in London, and any lessons learned would be incorporated into planning arrangements for dealing with incidents at high-rise properties.

6. DECLARATIONS OF INTEREST

There were no declarations of interest. The Chairman advised that he had sought legal advice from the Monitoring Officer, and confirmed that Members did not have to declare individual interests with respect to the Members' Allowances item.

DECISIONS

7. INTEGRATED RISK MANAGEMENT PLAN 2017 TO 2020

The Fire Authority received a report on the refreshed Integrated Risk Management Plan (IRMP) 2017-2020 following public and staff consultation.

The Fire and Rescue National Framework for England required fire authorities to produce a local IRMP. The Plan focused on identifying risks and how they could be mitigated, enabling the Service to achieve its Vision by ensuring resources were in the right place at the right time, reducing and mitigating risks as far as possible. The Report included performance data for the last five years, specifically on Community Risk, with the primary aim of identifying and reducing risk across Cambridgeshire and Peterborough, in line with a managed budget.

The number of fires continued to fall, but the aging demography of the areas covered continued to present challenges, and in particular, there was a marked correlation between those individuals known to Adult Social Care and those involved in fires.

The IRMP had been presented to the last Fire Authority meeting in February 2017, and had been updated following comments made at that meeting, and at the subsequent public consultation. Consulting with the public has always been a challenge, and different means had been undertaken this time, including an online survey, staff seminars, and focus groups. The latter were particularly interesting, giving great insight in to the public perception of the Service's work. There was clearly very limited understanding about the Service's prevention work. The focus group's expectations on response targets were interesting, and it was agreed that response standards should be simplified, so that the public understood what standard the fire service would deliver.

The specific changes to the IRMP document were noted:

- Acknowledging that diversity went further than race, gender and disability e.g. sexual orientation and disability;
- Providing different response metrics to urban and rural areas, but with an improvement on the response measures for rural areas;
- Statement on Value For Money changed to reflect the recent approval of the efficiency plan.

Officers thanked colleagues in Communications for their hard work in organising the consultation activities.

Arising from the report, Members:

- Queried the population figures given, by District, and asked that these were checked prior to publication;
- Noted that the Police & Crime Commissioner had responded to the consultation;
- Urged officers to utilise Councillors in future revisions to the IRMP, as they were often best placed to encourage their communities, particularly through Parish Council/newsletters, to respond to such consultations;
- Noted that collaborative work was taking place, especially with the Prison Service, with regard to deliberate fires;
- Observed that Fenland and South Cambridgeshire district have the highest and second highest numbers of traveller populations in the country, and asked what was doing engage those communities specifically and their particular issues, who tend to suffer more from the effects of fire due to the nature of their accommodation. Officers outlined the work they were undertaking with the Prison Service and traveller communities;
- A member praised how officers were looking at identifying risks and associated actions, and the whole approach to engagement. It was suggested that the wording of certain questions could be phrased so that the Fire Service did not sell itself short e.g. "managing resources efficiently" instead of reference to government cuts. Another Member felt strongly that it was appropriate to attribute the reasons for resource constraints, and not 'sanitise' this issue;
- Queried if the reduction in turnout time for rural areas, from 13 minutes to 12, was achievable. Officers confirmed that it was, if the Service continues to invest in on-call. Much was reliant on the ability of the

- Service to crew appliances: by increasing availability, attendance standards could be improved, and actions such as siting vehicles optimally would help achieve this target;
- A Member noted that people living alone were more at risk, and asked if there were actions that could be taken to reduce that. Officers commented that they had spent considerable time targeting resource to those most at need and they were happy to discuss how this was being approached with the Member;
 - Noted that an apprenticeship scheme was being investigated for professional support services, but the issues involved at an operational level were more complex;
 - Noted national standards on attendance rates were removed some years ago, but the 95% standard set by the Service in the report was to prevent slippage i.e. to ensure that a small number of calls were not waiting for hours. It was anticipated that the new shift system, if agreed, should help improve attendance rates, along with a number of other measures;
 - Discussed how the Fire Service was effectively a victim of its own success, through reducing the numbers of fires and casualties. However, the Fire Service was predicated on risk not demand, which was in everyone's minds given recent events. It was noted that in all the proposals put to Fire Authority Members since 2010, the impact on the Service of any recommendation being made was made clear. A Member paid tribute to the professionals and the members of the fire authority for managing successive cuts to the Fire Service's budgets over years, with no impact on front-line service, but noted that the Service was as lean as it could be without having to make decision which would impact on front line services;
 - Noted that neighbouring Fire Services shared their IRMPs and were mindful of cuts being made across the area. Cambridgeshire Fire and Rescue Service had good working arrangements with a number of neighbouring Fire Services, especially Hertfordshire and Norfolk for services around Royston and Wisbech respectively. A Member commented that they must ensure that there were no gaps in service;
 - Noting the terrible Grenfell Tower tragedy, a Member commented that if a similar incident happened locally, the Fire Authority would have responsibility, and as such it needed to be clear that cuts were serious and deplorable, and that the Service was already making all efforts to communicate and work with neighbouring Services. In discussion, Members noted that £7M worth of cuts had been made since 2010, with no impact on front line services, but any further cuts could put the Service in a very difficult position;
 - In response to a Member question, the Assistant Chief Fire Officer agreed to circulate to Fire Authority Members a copy of the FBU response to the IRMP. **Action: Rick Hylton**

It was resolved unanimously to:

Note the response to the Integrated Risk Management Plan (IRMP) and approve the suggested amendments to the document as detailed in the appendix to the report.

8. NEGOTIATIONS TO INCREASE DAYTIME FIRE COVER

Members considered a report on the latest position with regard to negotiations with the Fire Brigades Union (FBU) to increase the number of fire engines available across the county during the daytime by two.

Officers explained that the Service has had difficulties in recruiting and retaining on call staff, and one problem with the current model was that it was very reactive and reliant on the goodwill of staff. The changes proposed and the impact these changes would have on firefighters and the Service were outlined, along with the Member processes and involvement to date and the detailed negotiations with the Unions. In order to establish a new shift system outside national terms and conditions, negotiations to achieve a collective agreement between the FBU and the Service were required. This duty system has been achieved through this mechanism and agreement reached between both parties. Officers paid tribute to staff, observing that although the Service had only moved to the existing shift system in 2012, front line staff had once again put themselves forward, and the introduction of this system would go some way to meeting the challenges in the IRMP. Special thanks were passed on to Union representatives Cameron Matthews and Martin Harding, and officers Jon Anderson, Kevin Napier and Steve Beaton.

Members congratulated and formally thanked the Assistant Chief Fire Officer and all those involved in the negotiations, for their pragmatic and sensible approach, as this had been a very contentious issue.

The Chairman advised that shortly before the meeting, Cameron Matthews had asked to speak to Members at the meeting, and he was minded to suspend Standing Orders for ten minutes to enable him to speak, and to respond to Member questions. Members agreed to this.

Cameron addressed the Fire Authority Members, and welcomed new Members of the Fire Authority. He thanked the Assistant Chief Fire Officer and Kevin Napier in particular, and commented on the positive organisational change that had helped to achieve this outcome, given the very challenging negotiations. He advised that firefighters did step up, despite personal detriment, recognising the challenges that the Service faces, and the current gaps in provision.

In response to Member question, Mr Matthews:

- advised that the FBU's Executive Council were aware of the collective agreement on the new shift system, and that it met Grey Book requirements;
- confirmed that the majority of FBU members were supportive, but some were not;
- advised that the key issues for staff were (i) pay – specifically the public service pay cap, (ii) additional burdens taken on by firefighters over the years: if everything was taken into consideration, firefighters were losing a

lot more than take home pay, and some firefighters were struggling to make ends meet. The tragic events in London illustrated the importance of the Fire Service and the importance of resilience when faced with a big incident.

It was resolved unanimously to:

acknowledge the contents of this report and approve the establishment of a new duty system for Cambridgeshire (as set out in Appendix 1 to the report) aligned to the Service's Integrated Risk Management Plan (IRMP), creating two additional wholetime day time fire appliances, seven days a week.

9. SHARING OF BRIGADE MANAGERS IN TIMES OF OPERATIONAL RESILIENCE

Fire Authority Members considered a report which sought approval to agree the Memorandum of Understanding with Bedfordshire Fire Authority, and update the Statement of Delegated Responsibilities to facilitate this. The arrangement related to sharing of Brigade Managers in the event of a large and/or significant multi-agency incident.

In 2016, Cambridgeshire Fire and Rescue Service reduced the number of operational Brigade Managers from three to two (Chief Fire Officer and Assistant Chief Fire Officer). Contractually, those two officers were required to be available on recall to duty 24/7. Whilst this had worked to date, it was feasible that in the event of an incident, it could prove problematic in the event of a protracted incident. It was therefore proposed to share Brigade Managers with Bedfordshire Fire & Rescue Service in the event of an operational resilience. This would be a two-way arrangement.

It was noted that the date given in the report of the Bedfordshire County Council meeting, 19th July, was subject to change. It was also confirmed that the only change to the document was the paragraph highlighted.

Whilst supporting the proposal, a Member referred back to the discussion in a previous item about cuts to the Service, where it was suggested by officers that savings of £7M had been made with no impact on service: given the need for this arrangement, it was debatable whether that was the case, as there was without question some reduction in resilience in service. Officers responded that whilst there had been a reduction at principle officer level, there was no reduction in terms of operational capabilities.

A Member commented that whilst this was clearly a sensible arrangement, was the intention to have a similar arrangement with other neighbouring authorities, especially given the possibility of terrorist incidents. He suggested that a regional or national network needed to be established. Officers outlined the arrangements that currently existed with neighbouring authorities, and the

issues that meant that moving forward on a formal footing with neighbouring authorities would be difficult.

It was confirmed that the expectation at Area Command level was that the relevant principle officers would be expected to be at either the Cambridgeshire or Bedfordshire Fire Headquarters within an hour.

In response to a question as to whether it would be possible to temporarily promote officers at the next level, the difficulties of achieving this in a relatively small organisation where rotas were made up to the minimum cover, and the likely knock-on effects throughout the structure, were outlined. However, it was confirmed that there was some overlap between each level, and Area Command could work at Gold level, providing a degree of resilience.

It was resolved unanimously to approve, conditional to Bedfordshire Fire Authority agreement, the Memorandum of Understanding attached at Appendix 1 to the report, and enable wording to be added to the Statement of Delegated Responsibilities, as set out in Appendix 2 to the report.

10. MEMBER ALLOWANCES SCHEME 2017-18

Members considered a report on proposed changes to the Members' Allowances Scheme.

It was noted that the current Members' Allowances Scheme was last updated in June 2014, with automatic uplifts each year for inflation, in line with the National Joint Council increase applied to staff salaries. It was noted that the most cost effective method of reviewing Member allowances was to ask Cambridgeshire County Council to consider Authority requirements as part of its own review. The County Council was commencing a review in late 2017 for implementation in March 2018. It was suggested that the current scheme be extended for the next twelve months and to then adopt the recommendations from the County Council review which utilises a panel of three independent Members.

One slight change to the existing scheme was being proposed, and that was the initiation of discussions between the Monitoring Officer and relevant group leader if a member failed to attend two consecutive meetings. It was clarified that whilst one sanction available to the Group Leader was the suspension of allowances payable for the period, this would not be imposed automatically, as usually there were valid reasons for such absences. It was confirmed that the intention was that this would apply to all meetings, i.e. Fire Authority and any Committees that the relevant Councillor was appointed to.

A Member observed that Members' allowance were always very contentious, and that the Independent Panel often recommended quite generous increases. As an alternative, he suggested that Members may consider keeping any increase in line with those paid to staff.

It was resolved, by a majority:

- 1) That the current allowance rates be retained for the next twelve months;
- 2) Cambridgeshire County Council was asked to consider the Authority's requirements in its review of member allowances, due to commence in late 2017;
- 3) The amendment to the scheme, namely a discussion between the Group Leader and Monitoring Officer, in the event a member was absent for two or more consecutive meetings, with the ultimate option to suspend allowances, was implemented with immediate effect.

11. APPOINTMENTS TO COMMITTEES AND OUTSIDE BODIES

A schedule of proposed appointments to Committees and outside bodies was tabled. It was noted that the only significant change to the schedule in terms of appointments being made was the automatic appointment of Councillor Reynolds, as Chairman of the Fire Authority, as a co-opted member of the Combined Authority.

It was resolved unanimously to agree its membership of Committees and Outside Bodies, as attached at Appendix 1 to these minutes.

12. UPDATE ON DEVELOPMENT OF THE POLICE AND CRIME COMMISSIONER'S LOCAL BUSINESS CASE FOR FIRE AND RESCUE SERVICE GOVERNANCE

Members considered an update on the draft local business case on options available for the governance of the fire and rescue service. It was noted that the Business Plan would be published in July. The Fire Authority was not a statutory consultee, but the upper tier authorities – Peterborough City Council and Cambridgeshire County Council, were.

Fire Authority Members were not enthusiastic about the governance options set out, and felt that the Combined Authority and “do nothing” options needed to be explored further. The tight timescales were noted, and it was agreed that an informal meeting of Fire Authority members would be arranged to discuss a full response, which could also be shared with the upper tier authorities. This response could then be finalised and agreed at a special meeting of the Fire Authority which would be scheduled for 12th July, when Fire Authority Members were meeting for their Away Day.

Officers stressed that any such response would need to be a Member-led document, as this was essentially a political issue on governance issues, rather than operational considerations. Members commented that they would need officers' professional assessment of the potential impact of the Police & Crime Commissioner's proposal on the Fire Service and the people of Cambridgeshire and Peterborough. It would also need to set out the legislation that enables this process to happen, and evidence where

appropriate. It was agreed that officers could help prepare a report to be presented to the Upper Tier authorities, with Member direction on the content. It was agreed that a date would be identified as early as possible, and prior to that date (i) Members would digest the confidential Business Case document and (ii) officers would prepare a list of questions, based on the Business Case, as a starting point for the Member discussion. **Action: Monitoring Officer to draft outline document; Clerk to identify date.**

The Chairman noted that requests to contact with Fire Service staff were usually made through either the Chief Fire Officer or the Chairman of the Fire Authority, which had failed to happen in the recent communication from the Police & Crime Commissioner to Cambridgeshire Fire and Rescue Service employees.

It was resolved unanimously to note this report, and agree to engage with the consultation process the Cambridgeshire Police and Crime Commissioner is undertaking, as set out above.

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES

POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
JOHN PEACH	C
SIMON BYWATER	C
TERRY ROGERS	C
MANDY SMITH	C
LUCY NETHSINGHA	LD
DONALD ADEY	LD
MOHAMMED JAMIL	L
DEREK GILES	IND

OVERVIEW AND SCRUTINY COMMITTEE

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

IAN GARDENER	C
MAC MCGUIRE	C
PAUL RAYNES	C
DAVID OVER	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
JOHN PEACH	C
MAC MCGUIRE	C
DAVID OVER	C
LUCY NETHSINGHA	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

TERRY ROGERS	C	
JOHN PEACH	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
LUCY NETHSINGHA	LD	Substitute

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

DAVID OVER	C	
JOHN GOWING	C	
DONALD ADEY	LD	
	C	Substitute
LUCY NETHSINGHA	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

PAUL RAYNES	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
IAN GARDENER	C	
LUCY NETHSINGHA	LD	
	C	Substitute
DONALD ADEY	LD	Substitute

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

Fire Authority Members (7)	
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LUCY NETHSINGHA	LD
DONALD ADEY	LD
KEVIN REYNOLDS	C
JOHN PEACH	C
IAN GARDENER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

LOCAL STRATEGIC PARTNERSHIPS

[Not subject to proportionality]

Greater Peterborough Partnership	Vice-Chairman	
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COMBINED AUTHORITY

Combined Authority	Chairman	
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CRIME AND DISORDER REDUCTION PARTNERSHIPS/

COMMUNITY SAFETY PARTNERSHIPS

[Not subject to proportionality]

Cambridge City	LUCY NETHSINGHA	LD
East Cambridgeshire		C
Fenland		C
Huntingdonshire	TERRY ROGERS	C
South Cambridgeshire	MANDY SMITH	C

MEMBER CHAMPIONS/LEAD MEMBERS

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH
Health and Safety	SIMON BYWATER

LOCAL GOVERNMENT ASSOCIATION

KEVIN REYNOLDS	C
JOHN PEACH	C

DONALD ADEY		LD
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LOCAL GOVERNMENT ASSOCIATION FIRE SERVICES FORUM

		C
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EAST OF ENGLAND FIRE FORUM (1 MEMBER)

	C
Substitute JOHN PEACH	C

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Wednesday 12 July 2017

Time: 12:20-12:35pm

Present: Cambridgeshire County Council:

Councillors D Adey, I Gardener, J Gowing, S Kindersley, L Nethsingha, P Raynes, K Reynolds (Chairman) and J Scutt

Peterborough City Council:

Councillors M Jamil, D Over and J Peach (Vice Chairman),

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

13. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors Bond, Bywater, Giles, McGuire, Rogers and Smith.

There were no declarations of interest.

14. RESPONSE TO THE POLICE & CRIME COMMISSIONER CONSULTATION

The Chairman explained that before the meeting, Fire Authority Members had spent considerable time reviewing and amending a draft response prepared for them by the Monitoring Officer to the Police & Crime Commissioner's (P&CC's) consultation on Fire governance. This draft response had been prepared in line with Members' comments and direction given at a previous meeting, on the salient points they wanted to raise in the consultation process.

All Members had received a copy of the draft response and commented accordingly: none of those Members who had sent apologies opposed the proposed response, and some of those absent Members had, through the Chairman, provided comments on sections where they felt the response could be enhanced. The final version of the consultation response, updated to include the most recent comments, would be made available publically as soon as possible following the meeting, and actively circulated to County and Peterborough City Members, staff and Union representatives, plus District and Cambridge City Members, Parish and Town Councils. A Press Release would also be issued. It was suggested that local MPs plus the Shadow Member for Fire should be sent a copy. The Chairman felt that it was important that as many people as possible read the P&CC's consultation document, the Fire Authority's response, and made their own responses based on the information provided in those two documents.

It was clarified that whilst the Fire Authority was not a statutory consultee – the only statutory consultees being the upper tier authorities i.e. Cambridgeshire County and Peterborough City Councils – Fire Authority Members were keen to respond and to share their views with their colleagues who were Members of those Councils. Specifically, they felt that a lot of the information in the P&CC's Local Business Case was inaccurate or misleading, and that the P&CC option would ultimately cost the public purse more, and be less accountable.

The Chairman commented that following the elections in May 2017 and subsequent appointments by the two authorities, the Fire Authority had many new Members, and all Members had considered the Local Business Case at face value, but had failed to be convinced by it. The fundamental concern related to local accountability, in that seventeen individuals could provide better local expertise and accountability than one individual. Moreover, the proposed change would in theory only impact on governance, and was not operational.

Councillor Kindersley moved a vote of thanks for the Monitoring Officer, Shahin Ismail, thanking her for the clear and succinct response she had drafted. This was seconded by Councillor Scutt and carried unanimously.

It was resolved unanimously to:

- (i) Note the contents of the Police & Crime Commissioner's Business Case;
- (ii) Submit a consultation response, as attached, to be presented to the Upper tier authorities with a recommendation that they use it as the basis for their response to the consultation.

CHAIRMAN



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

Working together to improve community safety

Response of Cambridgeshire and Peterborough Fire Authority to the Business Case of the Police and Crime Commissioner.

Executive Summary

This response has been put together with the overriding objective in mind of taking account of what we believe is important to our local communities. Having considered carefully all that the Police & Crime Commissioner (PCC) has presented in his Local Business Case, we strongly believe that a PCC governance model would distance local communities from the fire service and reduce rather than increase their opportunity to influence its direction. We also believe that 17 local councillors are better placed to connect with communities and develop a fuller understanding of their needs over a PCC who may struggle to focus on a 'risk based' organisation when his primary responsibility is for a much larger 'demand led' organisation.

The Local Business Case fails to provide an evidence based case for change to governance.

The Local Business Case fails to make a case based on the legal requirements of the Policing and Crime Act 2017:

i. **Economy**

The suggested cost savings are not evidenced. The proposal is not properly costed. It is likely that the proposed changes will cost more to the public purse.

ii. **Efficiency**

The case on efficiency grounds is not made with evidence. The Business Case is principally made in relation to estates. A change in governance will not influence the extent, pace, or delivery of an already well established collaboration programme with police, ambulance and other public sector partners.

iii. **Effectiveness**

The case on effectiveness is not made. The Business Case relies heavily on 'probability percentages' and 'Red, Amber, or Green' ratings that are not explained, not evidenced and do not stand up to scrutiny. The scoring methodology is therefore unsuitable for what should be an evidence based case.

iv. **Public safety**

No case is made on public safety grounds. Recent tragic events demonstrate the need for a clear, independent yet engaged governance for fire. They also demonstrate the need for locally accountable voice that is engaged with, understands and speaks for its diverse local communities.

Detailed Response of Cambridgeshire and Peterborough Fire Authority to the Business Case of the Police and Crime Commissioner.

Introduction

1. This response is the collective response of the Cambridgeshire and Peterborough Fire Authority (“CPFA”) to the Local Business case (“LBC”) of the Police and Crime Commissioner (“PCC”) dated 8 June 2017.
2. CPFA is not a statutory consultee, but has been invited to comment on the proposal.

Summary

3. CPFA does not support the recommendations of the PCC’s LBC, for the following principal reasons:
 - a. There is a strong and ongoing collaboration between police, fire, ambulance, local government and health already. Nothing in the LBC suggests that a change in governance will bring forward new areas for collaboration or improve the prospects of delivering those planned improvements already under way.
 - b. Replacing a Fire Authority with a Police and Crime Panel model will weaken accountability. Under current arrangements, the Chief Fire Officer (“CFO”) attends every Fire Authority meeting, held in public, and he is held directly to account. Under the proposed model, only the Commissioner - not the CFO - will be required to attend at a Panel of elected members. The CFO's direct accountability to and before well-informed elected Members will vanish under the PCC model. We say this is a clear example of poor governance.
 - c. Cost savings are not evidenced. No direct comparison is made in the LBC of the cost of servicing Police and Crime Panels, or the associated costs of the Office of the PCC, compared with Fire Authority costs.

- d. The LBC suggests the changes will result in a more integrated approach to estate management. History tells us that this is clearly not evidenced as under the previous PCC little or no collaboration was forthcoming. Despite this both police and fire services have worked hard with limited resources to establish a Strategic "Inter-Operability Board" which has proved to be both effective and fruitful. No change to this model is envisaged and any change in governance could as equally harm progress rather than enhance it as suggested by the PCC.
- e. No qualitative assessments have been carried out in the LBC as to the quality of decision-making within the current governance model. The absence of a baseline for what the CPFA currently achieves renders the comparative 'scoring' exercise in the LBC meaningless.
- f. The scoring methodology is inconsistent and the ratings are not evidence-based. To place any reliance on it would be unreasonable in the "Wednesbury" sense. Even on the LBC's scoring methodology, the differences between the scores for each of the governance models is marginal.
- g. The change to a single individual overseeing the fire service lacks resilience, and loses the wealth and diverse range of local knowledge, skills and political dimension that the current model provides.
- h. The LBC fails to recognise fundamental differences between police and fire: police being demand led and fire being risk based. Further, it fails to recognise the benefits of collaborations more widely with the public sector. These factors have resulted in a LBC which potentially harms and undermines existing collaborations and instead focuses on simplistic statements, not tested or validated, as would be expected in a business case.

LBC does not meet the legislative requirements

4. The relevant provisions of the Policing and Crime Act 2017 (“The Act”) introduce new legal duties on police, fire and ambulance services fully to exploit collaboration opportunities. The provisions relating to governance are “enabling” provisions; that is the PCC *may* take on governance of fire “*where a local case is made*” and “*it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety*”. The requirement for economy, efficiency, effectiveness or public safety are not met in the LBC.
5. The Act does not envisage a ‘one size fits all’ and indeed up and down the country, various models are emerging.
6. There is therefore no presumption in play that change will deliver better collaboration; the legal case has to be made for change, and that case must comprise an actual, evidenced, business case, not a series of assertions for which there is no evidence.
7. The Act envisages that there must be some benefit in the change, not change for change’s sake. A LBC that delivers no greater collaboration, nor greater efficiency, nor effectiveness, nor financial benefit does not meet the required legislative standard. The CPFA believes that this LBC does not aid efficiency, effectiveness or economy for the residents of Cambridgeshire and Peterborough.
8. The LBC does not provide any evidence-based case for change. The LBC, in the considered view of CPFA, will weaken accountability and governance. It will, we believe, cost more and become more bureaucratic as it places reliance on Police and Crime Panels, which are not set up to carry out the detailed role in understanding, scrutinising and setting the direction for the fire service in Cambridgeshire and Peterborough. It will mean an already stretched PCC will be spread even more thinly.

Cambridgeshire and Peterborough collaboration to date

9. The LBC talks of current 'silo working' but provides no evidence that this exists.

10. In reality, under current arrangements, notable successful collaborations (recognised in the LBC) include:
 - a. First response and co-responding with the East of England Ambulance Service Trust ("EEAST") ;
 - b. Shared estate with police, utilising fire vehicles for community based work in Peterborough and fire sites at Linton and Dogsthorpe. This has delivered savings for the police as a result of not needing a facility in Linton and rationalising their estate in Peterborough;
 - c. Cambridge Community Fire Station – public/private collaboration resulting in a new fire station at nil cost to the public purse. This new fire station is valued at £4M. In addition a profit-share of £1.1M was received by the Fire Authority;
 - d. Fire and ambulance sharing facilities at Dogsthorpe and Stanground. Facilities provide a base for ambulances in deemed risk areas;
 - e. Ambulance using fire stations at Whittlesey, Huntingdon and Chatteris;
 - f. Cambridge Search and Rescue using fire facilities at March, Cottenham, Sawtry and Littleport. This is a charitable organisation that provides services to the community for missing persons. They are able to use our stations to store equipment free of charge;
 - g. Combined Fire Control with Suffolk. First Combined Fire Control in the country, which saves both Services £400K per annum;
 - h. Sharing senior officer resilience with Bedfordshire FRS: this has enabled the Fire Authority to remove a Principal Officer post, saving in excess of £180K per annum;
 - i. Service Transformation and Efficiency Programme (STEP) with Bedfordshire, Somerset and Devon FRS's. This project rationalises business process through technology, saving people's time and improving data. It's success secured an additional grant of £1.4M from the government transformation fund;

- j. Insurance consortium with 8 other FRS's. The creation of a national indemnity company protects the Fire Authority from increases in insurance premiums;
- k. Shared audit functions with other FRS's: procurement savings and sharing of best practice;
- l. Training collaboration with South Wales FRS;
- m. Arson liaison with police;
- n. Joint Education Team tackling drug gangs with police in Cambridge;
- o. With Cambridgeshire County Council providing 'safe and well' visits to support adult social care: fire have been able to gain the trust of elderly residents due to the highly positive public perception of fire;
- p. With police to deliver Peterborough Enforcement Service;
- q. With prison and probation on offender management issues;
- r. With local councils to tackle rogue landlords;
- s. Numerous collaborations with private and third sector, including Red Cross, Rotary Club, Princes Trust;
- t. With Multi Agency Safeguarding Hub (MASH) in child protection, vulnerable adult and domestic abuse cases.

11. Greater Manchester FRS commissioned a report by New Economy which quantified impressive savings from fire and ambulance collaboration. It stated:

This analysis finds that the return on investment for this initiative over five years is likely to create a gross fiscal saving to the public purse of £5.2 million over five years. This represents a cost-to-benefit ratio of approximately 1:6. It is projected that: 86% of this benefit will be experienced by CCGs. In large part this is due to improved secondary care outcomes as the result of faster response times, but is also the result of prevented fatalities. It is estimated that gross fiscal benefits for CCGs will amount to approximately £892,000 per annum over five years; and 14% of this benefit will be experienced by NWAS. This benefit is experienced in the form of a 'per call-out' demand reduction in the duration of total on-scene time. This benefit sees early response and

extra capacity from GMFRS support NWS to complete on-scene work more quickly. It is estimated that gross fiscal benefits for NWS will amount to approximately £146,000 per annum over five years.

12. The above example shows that collaboration across services, not just police and fire, are key to better delivery of services and to large scale and sustainable cost savings.
13. The LBC is made almost exclusively on estate collaboration between police and fire, which CPFA recognises is a real opportunity, but not at the expense of wider collaboration that could yield better efficiencies. Collaboration on police and fire estate is already underway, under the leadership of the CFO and the Chief Constable. Collaboration on estate is largely determined by operational requirements, not changes to governance.
14. The Strategic Inter-Operability Board is criticised in the LBC for slow pace and delivery. This is an unreasonable criticism. This Board was set up and driven by the CFO; in 10 months it has identified and developed its plan and is now implementing change. On any fair assessment, it is a highly effective mechanism and indeed it is the mechanism that the LBC suggests should drive collaboration going forward. It can meet no more regularly than it currently does and it can assess projects no faster than it currently does. The LBC does not set out how the Board will work better, faster, or more efficiently in a changed governance model.
15. The LBC implies that its preferred governance model will somehow create additional 'capacity' to progress and implement beneficial collaboration on estates matters, without defining what 'capacity' is or explaining why this 'capacity' is apparently lacking under the present arrangements but can be assumed to emerge if the PCC's preferred arrangements are implemented. Any properly assembled business case would set out its definition of 'capacity' here, set out how and explain why the current apparently impaired 'capacity' is impeding the delivery of sensible collaboration, narrate its assessment of the existing 'capacity', make out a case for its assertion that additional and

more suitable capacity will emerge as a consequence of revised governance arrangements and demonstrate in at least some detail the character and sustainability of this new capacity by projecting its financing in the context of the services' budgets and combined capital assets. In the absence of any of this work, the LBC simply asserts that its preference would be better and allocates itself a Green marker instead of a Red one.

16. If a sound business case can be made for a collaborative estates project, that business case will have demonstrated the affordability of the project. It is commonplace in public estates collaboration projects, which is a mature area of work, for the more efficient use of land and/or buildings to be financed by the disposal of or exit from redundant assets belonging to one or more of the collaborating parties. Now that the currently-elected PCC is in favour of such projects, the capacity to establish and deliver them can readily be achieved and this process has successfully commenced; the services need to generate options, commission appraisals of the options from suitable professional firms, select the optimum options once advised and procure project delivery arrangements. **These steps will apply to projects regardless of the governance arrangements for the services collaborating.**

17. It is worth noting that many local authorities in Cambridgeshire, including the two upper-tier authorities whose Members sit on the CPFA, have led successful and sizeable infrastructure projects involving public/public and public/private estates collaboration. We have publicly-funded delivery capability on our own doorstep, and funded within our partners' budgets, which we could draw on if we chose. Projects which are benefitting from existing capability include the collaboration at Cambridgeshire County Council's Shire Hall. The new estates possibilities between fire and police are of course welcomed, but these must be assessed against opportunities for collaboration more widely and opportunities lost, as demonstrated by the pause instigated by the PCC to the scheme for a co-located Fire Headquarters with other emergency services.

18. The LBC assigns its preferred model a 75% probability of delivering successful capital projects, and the current model a 30% probability. **These**

figures are arbitrary and are not based on evidence. The tables in the LBC do not set out the impact of these assumptions on their formulae. In the absence of a full explanation of the assumptions, the evidence base for them and a demonstration of their application to plausible worked examples of capital projects that might be undertaken, these tables cannot be taken seriously as evidence and must be set aside.

Scoring methodology of LBC

19. The LBC scoring methodology is inconsistent, subjective and is not based in evidence.
20. By way of small sample, some of the assessments made in the LBC are compared below. The assessment for 'single employer' has not been considered here, as the LBC does not advocate that as an option.
21. The Secretary of State is urged to undertake a detailed review of the scoring in the LBC. The scoring is instrumental in determining the final - and CPFA says deeply flawed - scores that determine the 'case' for change.

	Do nothing	Representation	Governance	Commentary
Utilisation of assets rating	Red	Amber	Green	No credible narrative to support the difference in rating.
Management of capital assets	Amber	Amber	Green	No credible narrative to support any difference in scores, and LBC itself states ' <i>change in governance is unlikely to uncover entirely new potential areas for collaboration...</i> '; it asserts that a PCC would drive 'more joined up and innovative solution' without evidencing why or how.
Public safety and vulnerability protection	Red	Amber	Green	No credible basis for these different ratings. The PCC's co-opted seat on the Combined Authority is given as the rationale for a 'Green' rating, with no evidence being provided as to why this makes a Red marker turn Green.
Effectiveness and resilience	Red	Amber	Green	Despite acknowledging ' <i>limited gains over the do nothing option</i> ', the representation rating is Amber, not Red. The narrative to support a Green rating is unfathomable: ' <i>...it would facilitate the alignment of strategic objectives...and place greater focus and accountability for collective rather than individual outcomes</i> ' – there is no evidence from either the Chief Constable or CFO that strategic objectives of two very different services could be aligned in the way suggested, let alone it achieve positive outcomes for both.
National research of PCC v Authority models	Red	Amber	Green	The narrative does not rely on research. No assessment has been made in the LBC of the effectiveness or efficiency of decision making by CPFA. This renders the rating inherently flawed, not being based on any local evidence. Police and Crime Panels were not set up for the scrutiny and accountability role envisaged by the LBC; indeed they do not perform such a function.

	Do nothing	Representation	Governance	Commentary
Loss of public trust	Amber	Amber	Amber	The narrative fails on any level to be fair in this judgement. Public confidence in Fire is very high. Public confidence in police is considerably lower. Yet the ratings remain the same on the basis that the two services would continue to operate separately – even though in other passages, the LBC advocates operational collaboration and in fact uses this as a reason to give its preferred model a Green marker.

Stated benefits are unsupported by evidence

22. The summary states key benefits of change:

- a. Savings of £110k in member allowances have been cited but after offsetting costs, the actual saving in the LBC, on a best case scenario, is **£14k**. The £110k figure is overstated; in fact including all conferences, travel and subsistence, the Fire Authority costs for 2016 were in the region of £96k. No like for like comparison is made of the costs of an enhanced PCC function that includes salary costs of the PCC, a Deputy PCC, all on costs, or Office of PCC costs. The comparable cost of expanded Police, Crime and Fire Panels has not been accounted for. The LBC acknowledges that the PCC would require additional officer support and potentially a deputy - yet these costs are absent from all consideration in the LBC. The costs savings are therefore misleading and in any case offset within the LBC by its own estimate of £96k additional costs of running meetings on its preferred model.
- b. The LBC claims for its preferred model an £83k annual saving as a consequence of sharing the Head of Finance across the two services, which has already taken place and should also be shown in the 'Do Nothing' table.
- c. Estate savings of varying values are predicted in the LBC. The PCC's preferred model is simply stated to be more than twice as likely to deliver an effective capital project – a 75% probability compared to a 30% probability, (these assignments of probability are not explained) – which in turn boosts the "Net Present Value" (NPV) of the LBC's preferred option.
- d. The LBC does not explain why it believes that CPFA would fail to deliver seven out of ten capital projects, nor indeed why a PCC-governed combination of the services would fail to deliver five such projects out of every twenty it embarked upon. The LBC's preferred case is simply assigned the better NPV calculation without setting out the assumptions it is based on.
- e. In any event, beneficial capital projects are deliverable through collaboration within the current arrangements.
- f. Finally, and although the LBC is peppered with many different estimates of financial gain, the actual amounts are largely unevidenced and contradicts the

strong evidence of collaboration (see para 10) with public sector partners. It is easy to overestimate benefits from capital projects, even without manipulating 'success probabilities' in the way the LBC does, and contrarily the CPFA has a strong record of delivering projects that benefit the public purse as a whole, not one of the services at the expense of the other, are pursued and delivered. The CPFA can evidence examples of how this has been done. This casts significant doubt on the probabilities assigned to the 'Do Nothing' option in the Fire Authority's ability to deliver projects in the future,

Improvements to accountability and scrutiny?

23. The LBC refers throughout to 'independent scrutiny' without any definition or qualitative assessment of its effectiveness. The PCC's diary is already extremely busy; militating against the ability to replicate more efficiently or effectively the evidently efficient work of a body of cross-party members, with wide ranging skills and experience. The detailed scrutiny work of the CPFA is not mentioned in the LBC; the detailed work into policy and resource allocation and the in-depth analysis, face to face with the CFO, of key strategic issues is not analysed. In recent years, CPFA has rationalised budgets; modernised; delivered lean management; and maintained and improved public confidence and performance to high levels which CPFA has evidenced throughout this paper. These important factors have not fairly or properly been assessed in the LBC on the issues of delivering economy, efficiency or effectiveness.
24. The current model involves a body of members, democratically elected to public office and then appointed onto a Fire Authority. The current model does not rely on one elected person, with a finite term of office. The Fire Authority is made up of members with fire expertise, developed over many years' service and it therefore benefits from a collective memory. The Members bring county wide knowledge and experience from many different walks of life. They sit in a room with chief officers directly. This will be watered down as the CFO will not attend Police and Crime Panels, these are bodies at which only the PCC will attend, and in turn the PCC will meet privately with the CFO, as is the model with the Chief Constable. The PCC is the interface at these Panels. The Panels will be made up of between 11-13 members, from the same pool of members as currently sit on the CPFA. The proposed model adds a layer (arguably a buffer to accountability) between the CFO and Councillors.

25. The level of scrutiny/ input to the Fire Service by Members is understated in the LBC. Members sit on specialist Committees and Working Groups and this involvement has without doubt contributed to the savings achieved, whilst continuing to operationally offer the same level of service. The membership is from across Cambridgeshire and Peterborough, and representative of specific communities, both urban and rural. The current model is rooted in 'localism', with local councillors speaking for their local communities. The proposal is a more 'centralist' approach and relies on one individual to speak for all the diverse communities of Cambridgeshire and Peterborough.
26. The PCC's model relies on Police and Crime Panels effectively becoming substitute bodies for the Fire Authority. The Police and Crime Panels are not bodies that directly scrutinise strategic, financial decision making. Whilst they are open to the public, they are not established as a forum for accountability, governance or scrutiny. The PCC holds private meetings with the Chief Constable, not public ones. There are 6 Police and Crime Panels each year, and fire issues would be an add-on to these. The Panels cannot - and are not designed to – get to the heart of fire governance, unlike Fire Authorities, which have the specific statutory responsibility for oversight and scrutiny of the fire service. The detail, understanding and influence that members currently have on the CFO, will be lost. This weakens governance, it does not strengthen it. These concerns were expressed by the Police and Crime Panel itself on 9 November 2016, when its members raised the following concerns:

“it was noted that already in Peterborough there were ambulances parking up in fire stations and using the facilities to enable them to be nearer to any calls and this was working well. The Commissioner agreed....”

“the Panel noted that the Fire service were now dealing with some ambulance calls and this had huge merit. The public perception of the Fire Service was good and therefore there would be huge operational and attitudinal benefit in keeping the Fire Service visibly separate from the Police on a day to day basis....”

“any move to unify the arrangements such that the Chief Fire Officer could only be asked questions through the Commissioner and not include operational matters would be considered deeply prejudicial.....”

27. The Fire Authority enjoys a positive working relationship with the various unions, notably the Fire Brigades Union, the Retained Firefighters' Union and UNISON. This relationship has enabled constructive dialogue, leading to important negotiations being concluded amicably. The LBC does not set out how the PCC will find time to amass the complexity of knowledge, for such discussions to continue as positively. This issue is not reflected in the Red, Amber, Green scoring matrix.

A more concentrated, louder voice?

28. The LBC argues that a PCC who speaks for both police and fire would possess a stronger and louder voice. This premise is stated as fact, lacking any evidence or argument. The LBC does not address the counter proposition: that two voices (and two co-opted seats on a Combined Authority) are better than one. CPFA submits that two voices, (and two seats at the table) speaking in a collaboratively-focused way, are indeed better than one.
29. The Local Resilience Forum ("LRF") is given as an example of a forum in which a combined voice for police and fire would be better, but there is no supporting evidence for this. The strength of the LRF lies in its ability to hear and consider the different voices of its partners, to provide critical challenge to one another and in doing so, arrive at a resilient, multi-agency approach to local issues. The LBC fails to consider any downside that a combined police/ fire voice may have, not least the distinct and separate legal obligations each service has under the Civil Contingencies Act. This lack of balanced assessment manifests throughout the LBC, and it is greatly diminished as a credible case for change as a result.
30. The LBC gives an example of how it is perceived that a 'stronger voice' would be of value on the Combined Authority – it suggests that s17 Crime and Disorder Act issues will be better served. This very example illustrates the dangers of a combined voice: the overall aim of fire is not to reduce crime and disorder, but to save life. The fear however that is the smaller fire voice becomes lost in the bigger demand led voice of police. Both aims need a voice. CPFA contends that in this particular case, two voices are better than one.
31. Recent tragic events make the case themselves for the importance of fire expertise to be present at the highest levels of decision-making in public services.

Officer support – analysis is flawed

32. The LBC suggests that the PCC would be able to utilise a host of technical expertise currently available to him from within the Office of the PCC. The OPCC currently has no expertise in fire and the LBC acknowledges that such expertise would need to grow - at cost which has not been accounted for in the savings figures. The lean model of officer support at CPFA is criticised rather than applauded and the LBC asserts that a Monitoring Officer and a Support Officer presents a deficient level of support. It crucially fails to set out why or in what respects it is deficient nor does it test the contrary hypothesis that it is in fact a very efficient model of support, working well as it does because it does not face the same constitutional tensions present in the tripartite police model.

Public confidence/ engagement assumptions are flawed

33. The LBC is correct when it says that the number of hits on the police website is greater than that on the fire website. Police, being demand led, are bound to have a greater number of calls for service. There is considerable evidence of the very high levels of the positive public perception of fire. In any event, the LBC suggests that the level of engagement by the public, as evidenced by the number of calls for service, is indicative of a positive engagement by the public with the PCC. That link is simply unevidenced. The level of engagement is readily explained as a reflection of the demand for policing rather than any link to a particular model of governance.

Conclusions

- I. CPFA welcomes and supports the aims of the legislation and would be supportive of any model that made a positive difference. CPFA thrives on change and has a track record to evidence this through collaboration. CPFA accepts that there are challenges ahead for emergency services, and will continue to address these through collaboration. The LBC fails to demonstrate that the changed model of governance will be in the interests of economy, efficiency, effectiveness or public safety.
- II. The LBC relies on rhetorical assertions not evidence.
- III. The LBC fails to give due credit for the collaboration that is happening. Crucially, the LBC fails to set out how governance change will drive better collaboration.
- IV. The LBC proposes financial savings both through Members allowances and estate management. However the Members allowances savings is overstated and the

collaboration on estates is already underway and its pace determined by project assessment, not a change in governance.

- V. The scoring for each option is based on a Red, Amber or Green rating, but these ratings are applied inconsistently and the basis of the ratings is a narrative that fails to explain the resulting rating. The “net present values” are bolstered by an unevidenced application of crude probability ratings. Any decision to accept the LBC based on the scoring assessments would, if submitted, be susceptible to challenge by way of a judicial review.
- VI. The LBC fails to ask “what is the problem (if any) with current governance” but instead starts with the premise “current governance requires change”. It therefore fails to assess, on any fair or objective basis, what the current baseline position is for driving collaboration. This has resulted in a skewed, single-interest outcome.
- VII. CPFA respectfully urges the Secretary of State to reject the LBC, due to lack of any evidence base. CPFA considers that the Secretary of State could consider any of the alternative models, in the event she is presented with a LBC that evidences such a local need; and which would result in tangible and sustainable improvements to the residents of Cambridgeshire and Peterborough.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Deputy Chief Executive Officer - Matthew Warren

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DATE: 15 November 2017

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 to 2020

1. Purpose

- 1.1 To seek approval of the proposed draft Medium Term Financial Strategy (MTFS) 2018/19 to 2021/22.

2. Recommendation

- 2.1 The Fire Authority is asked to approve the proposed draft MTFS 2018 to 2022 attached at Appendix 1.

3. Risk Assessment

- 3.1 **Economic/Political** – the council tax increase must be set at an appropriate level to protect the financial stability of the Authority without breaching any reasonableness criteria that may be imposed by Government in the form of a cap.
- 3.2 **Economic** – there is significant uncertainty around the settlement figures. The MTFS will have to provide flexibility to respond to any variations that may present themselves in future financial years.

4. Background

- 4.1 On 25 November 2015, the spending review for 2016/17 to 2019/20 was announced. With this announcement came guidance around individual authorities submitting efficiency plans, in return for funding certainty over the medium term. This Authority submitted its efficiency plan in October 2016.
- 4.2 In September, the Government published a technical consultation in respect of the Local Government Finance Settlement for 2018/19 financial year. Whilst much of the consultation is not relevant for the Fire and Rescue Service, the document did ask for feedback with regards to council tax referendum principals and flexibility when setting

council tax. Appendix 2, details the response submitted to the consultation.

- 4.3 The one significant factor that is now impacting on the budget build process is the on-going uncertainty around pay awards. The medium term financial strategy was predicated on pay inflation of 1% per annum, as per Government principals established as part of the current Comprehensive Spending Review (CSR) period. Any award over and above 1% will create additional pressure on the budget that is over and above those pressures resulting from the grant reductions experienced as part of the current CSR period.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Estimates 2018/19	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk
Local Government Finance Settlement 2018/19: technical consultation		
Cambridgeshire and Peterborough Fire Authority Efficiency Plan 2016 to 2020		
Comprehensive Spending Review 2016/17 – 2019/20		

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 to 2022

1. Introduction

1.1 The Need for a Financial Strategy

1.1.1 The financial environment in which the Authority operates is unprecedented and will become increasingly challenging. The Authority will be faced with some difficult decisions as the impact of the Comprehensive Spending Review (CSR) and next round of Government austerity measures is felt. Further cuts to the budget will be required as a result.

1.1.2 The uncertainty around future funding arrangements beyond 2020, along with council tax capping limits and potential Authority decisions around referendum, all require the Authority to take proactive steps to control its own destiny to mitigate against the threat of having to react to external events.

1.2 Background

1.2.1 In developing a financial strategy the Authority must consider the factors that may influence the future needs and plans of the Service.

1.2.2 The Secretary of State has set a clear vision that by the end of the CSR period, all Local Authorities will be fully funded locally, from council tax and business rates. Government continue to work through how business rate retention will aid this strategy.

1.2.3 The Government offered authorities a four year 'minimum' financial settlement, if it chooses to share its efficiency plans with Government. The Authority shared its efficiency plan in October 2016 and has assumed that the settlement figures will be as suggested over the next four financial years.

1.2.4 In addition to the settlement information, Government has made assumptions that council tax will be increased in line with inflation over the four year period, moving away from providing authorities with council tax freeze grant. Once again, this strategy estimates that increases in council tax will be approved by the Authority.

1.2.5 The Integrated Risk Management Plan (IRMP) sets out the aims and objectives for the future. The strategy must support the delivery of these aims and actions. The CSR programme will continue to focus on the most appropriate options for the Service to mitigate against the impact of future reductions in Government funding and constraints on council tax.

1.2.6 Revenue expenditure has been within budget each year for the last four years; this confirms the ability of the Authority to control expenditure. Considerable time and effort has been spent ensuring that budget holders challenge current expenditure levels and project budgets are fully understood before any commitment is made.

1.2.7 The Authority holds reserves that are adequate to respond to the risks it currently faces. Part of this strategy should be linked to considering the level of reserves the Authority holds in the medium term. However it should also be noted that these reserves can only be used once and cannot fill an on-going budget gap.

1.3 The Economy

1.3.1 This strategy assumes that the economy will continue to grow slowly in the medium term, with inflation in line with the Bank of England target. The constraints being placed upon public sector pay increases will also be reflected within any future budgets. Interest rates will remain low in the short term, with increases expected in the medium term.

1.4 External Factors

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

2. Financial Forecast

2.1 The six year financial forecast is included at Appendix 1, along with assumptions. The forecast shows the potential trend of net expenditure, based upon estimated levels and timing of events. This forecast is designed to estimate the potential savings target through to the end of the next comprehensive spending review period.

2.2 The tax base assumes an increase of approximately 1% year on year thereafter. However given the changes to council tax benefits and the potential impact of this on collection rates, the real impact of these changes will not be fully understood until the end of the financial year.

2.3 The Government is committed to the localism agenda and it is assumed that a council tax referendum will still be required for authorities where a 'reasonable' increase is not set. The term 'reasonable' is now largely defined by the Secretary of State who provides council tax capping limits. Currently the limit is suggested as 2%. The long term strategy will work within this limit, unless the Authority specifically approves a revision.

2.4 Inflation is based upon Treasury projections, with the exception of pay inflation which has been set at 1% for the medium term in accordance with Government guidance. All fuel inflation is monitored and updated annually based upon latest information.

- 2.5 Saving figures are also shown in Appendix 1. The saving figures to 31st March 2020 are now fixed and will be achieved. However, should funding deviate from that signalled as part of the multi-year settlement, then these savings figures will need to be revisited.

3. The Medium Term Financial Strategy

3.1 Revenue Provision

- 3.1.1 The priorities of the Authority are laid out in the IRMP and Business Development Programmes. Whilst the Authority will seek to accommodate additional requirements, these will be considered against the backdrop of any Government cuts. A project will only progress where a tangible benefit will result and funding exists.

- 3.1.2 The Authority's revenue expenditure plans will be published each year in the Authority's budget book, which will be prepared in association with the IRMP and Business Development Programme and will seek to ensure resources are allocated appropriately. Where there is competition for resources, those areas of the Service directly contributing to the vision of the Authority will take priority, unless there are any overriding factors such as a legal imperative.

3.2 Capital Programme

- 3.2.1 The Capital Programme will be reviewed annually by the Policy and Resources Committee and published in February alongside projected schemes for a further three years. The summarised programme is attached at Appendix 1.

- 3.2.2 The Authority will seek to identify capital requirements in sufficient time to ensure that its assets are always adequate to support our needs, can be adequately resourced and fully funded.

- 3.2.3 Prior to approving capital schemes, whole life cost details must be considered and how the scheme fits with the Capital Programme and Asset Management Plan.

3.3 Funding

- 3.3.1 The Authority's projected net expenditure is funded from Government grant and council tax.

- 3.3.2 The Government grant is determined by the allocation of a fixed sum across all local authorities.

- 3.3.3 The Authority will continue to monitor the Government's approach to the spending review and the impact of any future change.

- 3.3.4 The level of council tax will be determined each year after considering the short term financial position and an assessment of the long term outlook. The Authority will try to ensure that the level of council tax is sufficient to provide an appropriate level of service without causing the local taxpayer any undue hardship.
- 3.3.5 The strategy to keep council tax at or below 2% will incorporate the utilisation of general reserves whilst factoring in current acceptable increases. If funding significantly changes as a result of the formula review or unforeseen events cause the general reserve to dip below a perceived prudent level, then the impact on increasing this fund to local council taxpayers will not be more than 0.1% per annum.

3.4 Financial Contingency Planning

- 3.4.1 The Authority holds a general reserve to provide contingency against unforeseen events such as a higher than usual level of operational activity or period of industrial action. This reserve may also be used to fund short term delays in realising on-going budget cuts.
- 3.4.2 Earmarked reserves are created to provide a contingency against foreseeable events that have a reasonable degree of likelihood but where timing is uncertain. The major reserves held by the Authority relate to ill health pension payments and future property development and enhancements.
- 3.4.3 The Authority will insure against relevant risks, taking into account the size of premiums and previous claims experience.
- 3.4.4 The level of working balances will be maintained at a level that provides the Authority's Treasurer with an adequate safeguard against the risk of cash flow interruptions.
- 3.4.5 The Policy on Reserves is attached at Appendix 1, along with a medium term projection.

	Estimate	2018/19	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	Incr. %	2019/20	2020/21	2021/22	2022/23	2023/24
			£'000	£'000	£'000	£'000	£'000
Budget (previous year)	27,987		28,055	28,403	28,974	29,608	30,232
Wholetime Firefighters Pay	195						
Retained Firefighters Pay	42						
Fire Control Pay	29		0	0	0	0	0
Local Government Employees Pay (LGEs)	111		0	0	0	0	0
Insurance	48						
Other Price inflation	95						
Inflation	520	1.9%	496	503	512	524	535
LGE Staff	4						
Control Room Staff	-119						
Firefighters	-123		0				
Operational Activity	24		0				
Capital Charges	-5		-5	-4	24	0	0
Other	17		17	22	23	0	0
Budget Variations	-202	-0.7%	12	18	47	0	0
Service Pressures/Efficiency Savings							
Budget Holder Savings / Pressures	-250	-0.9%	-160	50	75	100	100
Service Pressures/Efficiency Savings	-250	-0.9%	-160	50	75	100	100
Budget Requirement	28,055	0.2%	28,403	28,974	29,608	30,232	30,867
Less:							
RSG	-3,210		-2,750	-2,750	-2,750	-2,750	-2,750
Top-up Grant	-2,250		-2,400	-2,240	-2,240	-2,240	-2,240
National Non-domestic Rates	-3,633		-3,700	-3,820	-3,820	-3,820	-3,820
Fire Authority Precept	18,962		19,553	20,164	20,798	21,422	22,057
Tax Base	278,455		281,370	284,547	287,851	290,730	293,637
Band D Tax	£68.10		£69.49	£70.86	£72.25	£73.68	£75.12
Year on Year Increase	1.98%		2.0%	2.0%	2.0%	2.0%	2.0%

MEDIUM TERM CAPITAL PROGRAMME 2017/18 TO 2020/21

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
CAPITAL EXPENDITURE				
Vehicle Replacement Programme	1,675	1,176	1,844	1,447
Equipment	172	345	209	272
Property Maintenance & Land	1,205	1,210	500	500
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	3,402	3,081	2,903	2,569
	0	0	0	0
FINANCED BY:				
Loan	0	0	44	1,105
Capital Receipts	292	201	409	333
Revenue Contribution to Capital Outlay (RCCO)	1,111	1,042	1,239	1,131
Transfer from Reserves	1,999	1,838	1,211	0
Capital Grants	0	0	0	0
TOTAL RESOURCES	3,402	3,081	2,903	2,569

Policy on Reserves

- 1.1 The key aims of the Medium Term Financial Strategy (MTFS) are to provide a sound financial base for the delivery of the Authority's medium term priorities and to secure the necessary revenue and capital resources to deliver these priorities. As part of this strategy and in assessing its annual budget requirement, the Authority will maintain reserves at a level appropriate to help ensure financial stability and to meet identified potential future commitments.
- 1.2 Reserves will be distinguished in the balance sheet in accordance with the CIPFA Statement of Recommended Practice whereby:

A reserve is a contingency to meet a specific anticipated future requirement such as a potential liability or a smoothing of net expenditure (earmarked reserves) or to help cushion the impact of uneven cash flows, unexpected events or emergencies (general reserve).
- 1.3 Reserves will be managed in accordance with the Authority's Financial Regulations.
- 1.4 Reserves will not, except under extreme circumstances, be used to support on-going expenditure. However in certain circumstances they may be used to cushion significant fluctuations in expenditure.
- 1.5 The level of reserves will be reviewed annually by the Fire Authority Treasurer, in consultation with the Policy and Resources Committee, as part of the annual budget process and when preparing the final accounts to ensure that the purpose, amounts and timing for each item is still relevant and appropriate.
- 1.6 As part of the regular review a risk assessment of each reserve, considering likelihood of the liability and its potential impact, will be carried out to inform assessment of need.
- 1.7 The total amount held will be determined by the assessment of financial need rather than by application of artificial parameters.
- 1.8 Reserves will be held on the balance sheet and controlled by the Treasurer; transfers will be made at the year-end directly from the revenue accounts.
- 1.9 The Treasurer will report on the adequacy of reserves each year as part of the budget process, both for the coming year and in respect of the medium term financial strategy. This report will specifically identify any application of reserves to support on-going expenditure.

Reserves as at 18th January 2016:						
	Property Development Reserve (Capital Reserve)	General Reserve	Pension Reserve	On-call Reserve	Community Safety Reserve	Totals
	£'000	£'000	£'000	£'000	£'000	£'000
Current Balance	9,707	2,556	824	975	200	14,262
Capital Programme 2016 - 2020	-3,842					-3,842
New HQ	-7,000					-7,000
Modified Pension Scheme			-400			-400
Projected Income from sale of HQ and Huntingdon	3,000					3,000
Projected Balance by 31st March 2020	1,865	2,556	424	975	200	6,020

From: <matthew.warren@cambsfire.gov.uk>

Date: 26 October 2017 at 21:57:38 BST

To: <LGFConsultation@communities.gsi.gov.uk>

Subject: Cambridgeshire and Peterborough Fire Authority - Technical Consultation Response

Please find our response below:

Question 1: Do you agree that the government should continue to maintain the certainty provided by the 4-year offer as set out in 2016-17 and accepted by more than 97% of local authorities?

Yes.

Question 9: Do you have views on council tax referendum principles for 2018-19 for principal local authorities?

Yes. As a Fire and Rescue Authority, the freedom afforded to Police and Local Authorities of increasing Council Tax above the proposed referendum limit should be consistently applied. The sector has been subject to significant reductions over the previous and current CSR period, which has resulted in a significant reduction in resources. The Fire and Rescue Service needs the flexibility to be able to respond to new pressures and challenges as they arise, whilst they continue to re-align resources with demand. A flexibility similar to that offered to Local Authorities and Police would provide local Fire and Rescue Services with funding options should new burdens create additional operational pressures that are above those accounted for in the funding settlement.

Question 10: Do you have views on whether additional flexibilities are required for particular categories of authority? What evidence is available to support this specific flexibility?

See Q9 response.

Regards

Matthew

Agenda Item no. 6

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Matthew Warren

Telephone **01480 444575**

matthew.warren@cambsfire.gov.uk

DATE: 15th November 2017

FIRE AUTHORITY ANNUAL REPORT AND STATEMENT OF ASSURANCE 2016/17

1. Purpose

- 1.1 To present the draft Annual Report and Statement of Assurance 2016/17 for Fire Authority approval (see Appendix 1).

2. Recommendation

- 2.1 The Fire Authority is asked to agree the draft Annual Report and Statement of Assurance 2016/17.

3. Risk Assessment

- 3.1 **Political** – the Fire and Rescue National Framework requires Fire Authorities to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and the requirements included in said framework. To evidence this assurance, the Authority must publish an annual statement of assurance.

4. Background

- 4.1 As stated above, the purpose of the publication of an Annual Report and Statement of Assurance is to meet the requirements of the Fire and Rescue National Framework and to ensure the Service continues to provide information on its activities to the communities it serves and key stakeholders.
- 4.2 The document will be published on the website and promoted via social media channels. As in previous years, the Annual Report and Statement of Assurance will not be printed. If individuals request a hard copy this will be colour printed in house and sent to them.

- 4.3 The format follows the same as the previous few years. A couple of sections have been changed to reflect the new IRMP which was changed this year, and next year the whole document will be reviewed to ensure the two documents fully tie together. The IRMP as our forward planning document, and the Annual Report and Statement of Assurance reporting back and incorporating our review of performance against the IRMP.

BIBLIOGRAPHY

Source Document	Location	Contact
Fire Authority Planning Documents	Headquarters Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444575 Matthew.warren@cambsfire.gov.uk



Annual Report and Statement of Assurance 2016/17



www.cambsfire.gov.uk



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

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اس کاپی کا خلاصہ مختلف زبانوں میں دستیاب ہے۔ اس کاپی کی نقل حاصل کرنے کے لیے برائے مہربانی 01480 444646 پر فون کریں یا انٹل کے پتے پر ای میل کریں:

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کورتہی نہم نامیلکہ یہ بہ زمانی جُوراو جُوری جیبا دست ددکھوئیت۔ جُوداواکردنی کُویپہ کی نہمہ تکایہ تہ لہ فون جُورمارہ
01480 444 646 بکہ و دیان نیمہ یل بکہ جُو



Welcome to the Fire Authority's Annual Report and Statement of Assurance

The report covers the financial year 2016/17 and summarises our performance over the past 12 months and how we spent our budget to delivering priority services. It includes highlights of the year, case studies and information about how we are working in collaboration with partners to improve our service to you.

It incorporates Cambridgeshire and Peterborough Fire Authority's Statement of Assurance. Under the Fire and Rescue National Framework for England, fire and rescue authorities must provide annual assurance on financial, governance and operational matters.

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1. The year at a glance

Here are some highlights from the year 2016/17



April

Crews were issued with new personal protective equipment to wear when responding to incidents. The kit uses the latest technology in firefighter clothing and is ergonomically designed to provide our firefighters with the very best protection.

A group of 13 proud students took part in a 12-week journey to complete the Prince's Trust Team programme. At the end of the programme, the group, aged between 16 and 21, completed a fire drill at Wisbech Fire Station before taking to the microphone to tell their stories. The event is part of a partnership involving the Service, Cambridgeshire Constabulary, Norfolk Fire and Rescue Service (NFRS) and The College of West Anglia.

Firefighters and police officers from Wisbech tackled the issue of inconsiderate parking in the town, educating residents and issuing fixed penalty notices where required.

Around 50 operational staff from four fire and rescue services took part in Exercise Straw Fox in Huntingdonshire. The exercise tested the use of national resilience assets in a scenario involving a fire at a large manor house.

May

A life-saving partnership between ambulance staff and firefighters began as on-call crews started to respond to calls from residents suffering cardiac arrests. The trial with the East of England Ambulance Service NHS Trust saw three stations from Cambridgeshire taking part. At the end of the year crews had attended around 80 incidents, with the trial set to continue into 2017/18.

People from East Cambridgeshire pledged to be the eyes and ears of their communities to help identify vulnerable people. More

than 30 individuals from businesses and community organisations came for the East Cambridgeshire Community Safety Partnership (ECCSP) Eyes and Ears recruitment event, which aimed to educate people on how to spot the signs that someone could be vulnerable in their day-to-day life, what support is available and what to do if there are concerns.

June

Following a successful trial in Cambridge, the Service introduced new home fire safety checks for vulnerable people that involve more than fire safety information. The Safe and Well visit also includes a fall prevention assessment, alcohol awareness, crime prevention and warmth checks. The visits were developed in partnership with other local authorities and help all public sector services ensure they can assist the most vulnerable residents in the community.

A severe fire in a Cambridge hotel was caused by a build-up of grease and fat in an extractor flue. Crews treated a number of casualties that had managed to escape. Significant damage was caused to the building, especially the roof space.

July

Open days at Huntingdon and Dogsthorpe fire stations raised thousands of pounds for charity. Crews welcomed hundreds of residents through the doors to take part in various fun activities and watch drills and safety demonstrations.

Linton Fire Station scooped two top prizes in The Fire Fighters Charity national Bake a Difference event. A local resident picked up the Star Bake award for a miniature version of the station, while the crew scooped the Golden Rolling Pin award for raising £1,250 at their station bake sale.

A large quantity of pallets on fire in Peterborough required more than 40 firefighters to contain and extinguish. The conditions presented a significant challenge as it was the hottest day of the year, meaning crews had to also tackle searing heat and dehydration.

August

Burwell crew commander Martin Claydon raised more than £2,000 for The Fire Fighters Charity by completing the Ride London 100 bike ride. Martin completed the ride, which started at the Olympic Park in Stratford and ended near Buckingham Palace, in just over eight hours.

Two members of the on-call service celebrated 40 years of firefighting. Watch Commander David Kilner from Sawtry and firefighter Mick Housden from St Neots were presented with special awards at their stations by Chief Fire Officer Chris Strickland.

September

Crews tackled three separate industrial unit fires. Nine fire engines were needed at a fire on Caxton Road in St Ives, where a two-storey unit was well alight with the fire spreading to nearby units. Crews were needed into the night and the following morning to contain the fire. Nearly 50 firefighters were needed days later at a building in Ramsey, where flames were seen through the roof. Later in the month six fire engines and specialist support vehicles were needed at a single storey unit in St Neots. All three fires were started deliberately.

A pilot programme involving 12 students from a Peterborough school concluded as the first Fire Break class passed out. The five-day programme, run by Essex and Cambridgeshire firefighters, aimed to use



fire service drills and culture to develop team working skills and increase self-esteem and confidence. Further courses have taken place since the initial pilot.

One of the Service's newest recruits spent time volunteering as a Rio Soul at the Paralympic games in Brazil. Firefighter Amy Ratcliff spent two weeks in Rio helping athletes to their various events and working in the Athletes' Village, as well finding the time to meet with a group of Brazilian firefighters.

October

Following the success of the Step In Time video from 2015, Cambridge Black Watch chose Halloween as their safety focus as they filmed a routine to Michael Jackson's Thriller. The watch wanted to raise awareness of the dangers of some children's costumes and was a huge hit again on social media.

The Service's Combined Fire Control celebrated its five-year anniversary. The first of its kind in the UK, the merged control room had dealt with more than 113,000 999 calls from the Cambridgeshire and Suffolk areas.

A 3,000 tonne Russian ship docked at a port in Wisbech was the venue for an exercise involving around 25 firefighters. Exercise Poseidon involved a simulated fire in the engine room, with casualties, including some overboard. Firefighting skills as well as search and rescue procedures were put to the test.

November

Senior representatives from the fire, police and ambulance services formed the Joint Interoperability Board to look at areas where further collaboration and integration could be achieved. It was agreed to investigate five key areas including specialist equipment and support skills, training, shared estates and managing vulnerable people.

December

Having had two successful dancing videos that went viral on social media, Cambridge Black Watch were challenged to a dance off on Steal The Show - a New Year's Day dancing show presented by dance stars Diversity. The watch was up against a team of dentists in a dance-off, with a little help from some special guests including Stavros Flatley of Britain's Got Talent fame.

January

The Service celebrated success at the annual Excellence Awards. In addition to staff receiving their long service medals from the Queen's representative, winners of the various categories were presented with their glass flame awards, having been nominated by staff for their achievements.

A new shift system, devised by members of staff, was implemented in Combined Fire Control. Following a project involving significant consultation, the system was introduced at the start of year and ensured more staff are available to answer 999 calls during the busier times of the day.

A new staff network for those interested in helping to tackle mental health issues was launched. The Blue Light Wellbeing Network is a partnership between Mind in Cambridgeshire and Peterborough and Fenland Mind and takes in all of the emergency services in the county. Staff from across the Service have volunteered to become Blue Light Champions to assist other members of staff if they are in need of help with their mental health and wellbeing.

February

After their introduction in June, the 1,000th Safe and Well visit took place in Ely.

The Service was accredited with the new Disability Confident Employer award, showing its commitment to actively seek out and recruit skilled disabled people, while also helping to change attitudes, behaviours and cultures.

Staff showed their support for LGBT History Month by wearing rainbow coloured wristbands, ties, shoelaces and lanyards.

Storm Doris hit the county and saw strong winds cause several incidents keeping our Combined Control busy.

March

The newly refurbished Yaxley Fire Station was officially opened after renovation work was completed. The crew had been temporarily moved to a unit in the village while the work took place. The new station significantly improves the facilities previously available, while also providing an on-site training building.

Staff visited mosques in Peterborough during bespoke sessions coordinated by the Community Cohesion Team at the Safer Peterborough Partnership and the Community Fire Safety Group. The aim was to provide staff with an understanding of mosque etiquette and give a cultural insight, as well as providing a key opportunity for discussion and questions.

2. Foreword

Welcome to our annual report and statement of assurance for 2016/17

We hope you enjoy reading about our achievements and memorable moments from the last financial year. We also hope that the report gives you a helpful understanding of what we deliver as a fire and rescue service. It often surprises people just how much we do and that putting out fires is just part of our role as an emergency service.

Prevention and ensuring people are safe in general, is key to our success and working with partners to achieve this has been high on our agenda again. At the same time we have been continually reviewing aspects of our response service to ensure we are utilising our resources in the best possible way to meet demand and address risk. There has also been a lot of time working with colleagues in other fire and rescue services to address challenges we are all facing and to seek opportunities for collaborative working to save both money and time.

One challenge we recognise is an ageing population and with the majority of people who die in house fires being aged over 65, we have been working closely with partners to develop an advanced home fire safety check that covers more than just fire safety to help vulnerable residents keep safe in their home. At the end of the year we had completed over 1,000 of the new Safe and Well visits which means some of the most vulnerable in our communities are now safer at home.

We are grateful to our colleagues in Essex for helping us establish our own Fire Break intervention programme in Cambridgeshire to help young people develop vital life skills through firefighting drills and experience of life at the fire station. The programme has been extremely successful in Essex and we hope to mirror their achievements here.

Intervention by our own trained and skilled members of staff has also been the key to our rehabilitation programme for arson offenders. Working with the probation service, we have had a number of successes to help people turn their lives around, understanding the root cause of their offending and helping them develop the skills and confidence to change. Project Icarus is explained in more detail on page 31.

One of the partnerships we are most grateful for this year has been working with Mind on the Blue Light programme. The aim is to abolish the stigma of mental health in emergency services, encouraging people to talk about mental health and seek early help without feeling a weak person for doing so. Through the nature of the role, our staff do witness some distressing scenes and have experiences that are deeply upsetting and can trigger all sorts of emotions. The physical and mental health of our employees is very important to us and we are committed to working with the charity and our staff to ensure our culture and procedures are open and supportive.

In the year that saw the fifth anniversary of our joint Combined Fire Control with Suffolk Fire and Rescue Service, collaboration continues to be at the forefront of any change. We have set up an interoperability board with police colleagues to look at where we can do things better together. Running alongside this has been a separate board looking at police and fire estates, to

seek opportunities for sharing buildings and facilities. A number of ventures are being considered and we look forward to updating you on progress in next year's annual report.

Following a number of years of seeing the retention level in our on-call firefighter service mirroring a national trend and falling, last year we saw an increase again and welcomed 31 new on-call recruits. On-call fire engine availability still remains an issue for us though and we have been looking at how we can improve fire cover in our rural areas. We have been working with the Fire Brigades Union and our staff to look at using our wholetime resources differently to enable us to crew two additional fire engines in the day in rural areas and we have recently come to an agreement about how this will work. Plans are currently underway to enable this to start from January 2018 and we are appreciative of the support from the union and our firefighters to help us continue to improve our service.

The praise we receive from the public about our staff and particularly our operational crews is always heartening to read. Much of the good work they do goes unnoticed to the majority of people as luckily they have never had to call on our service in an emergency situation, so we have included some of the messages we have received at the end of this annual report.



We are hoping that as a Fire Authority it is us reporting back to you next year, however recent changes to the Policing and Crime Act could affect the way your fire and rescue service is run locally. During 2016/17, the government was working on changes to the Act to enable Police and Crime Commissioners (PCC) to take on the governance of fire and rescue services, if a local case was made. Cambridgeshire's PCC had made it clear that it was something he would seek to do when the amended Act became into force. The Fire Authority has always been open minded about this change, however, having seen the business case, we believe it lacks sufficient evidence to justify any change. A consultation by the PCC has now taken place with the public and other statutory bodies to seek support for his proposal. The proposal is not supported by the Fire Authority nor Cambridgeshire County Council and Peterborough City Council. However, the PCC has submitted the business case to the Home Office where a decision will be made. If it is agreed, the Fire Authority could cease to exist. In the meantime, we remain hopeful that it will be us reporting back to you next year and we will continue to keep residents updated through our website, local media and social media channels.

Our social media channels are a great way to find out what we do as an emergency service, as well as highlighting how you can support us. We also welcome any feedback and are always interested to hear your views. You can get in touch with us on facebook or twitter [@cambsfrs](#) or send us a message via our website www.cambsfire.gov.uk

Thank you to everyone that has supported us over the last year, attending our events, referring vulnerable residents and family members to us, engaging with us on social media, or even just following our safety advice!

There is one final thanks to make and that is to Sir Peter Brown. Sir Peter was the chairman of the Fire Authority throughout 2016/17 and for four years prior to that, having to step down in May 2017. We would like to thank Sir Peter for his leadership and commitment to the Fire Authority during his time on the Fire Authority.

Enjoy reading our annual report.



Kevin Reynolds
Chairman of Cambridgeshire and Peterborough Fire Authority



Chris Strickland
Chief Fire Officer

Stay safe, stay connected www.cambsfire.gov.uk



3. Statement of assurance

Statement of assurance

Context

The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to publish a statement of assurance. It says:

“Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance.”

One of the principal aims of the statement of assurance is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority’s performance.

Purpose

The purpose of this statement of assurance is for Cambridgeshire and Peterborough Fire Authority to formally confirm the adequacy of arrangements for the effective management of financial, governance and operational matters in Cambridgeshire Fire and Rescue Service. The statement has been prepared and published in accordance with the guidance published by the Home Office.

Statement of Assurance

Cambridgeshire and Peterborough Fire Authority is satisfied that its business during the financial year 2016/17 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively. The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met.

Evidence to support this judgement can be found within this report, specifically:

Operational Matters, Section 5 – Integrated Risk Management Plan

Financial Matters, Section 10 – Financial Performance and Governance

Governance Matters, Section 10 – Financial Performance and Governance

Signed:



Councillor Kevin Reynolds

Chairman of Cambridgeshire and Peterborough Fire Authority



4. Governance arrangements

Cambridgeshire and Peterborough Fire Authority

The Fire Authority is the governing body responsible for delivering a fire and rescue service to Cambridgeshire and Peterborough.

The main responsibilities of the Authority are set out in the Fire and Rescue Services Act 2004. The Authority makes decisions about how the local fire and rescue service operates and how it reviews performance and policies. It also sets the budget each year and agrees the strategic direction set out in the Integrated Risk Management Plan (IRMP) and the corporate priorities.

In some counties, delivery of the fire and rescue service is the responsibility of the county council, however in counties such as Cambridgeshire, where unitary authorities exist, a separate Authority is set up to run the Service and this is made up of councillors from both the county and unitary council.

As well as the Fire Authority there are a number of committees made up of smaller groups of Authority members, which look at certain aspects of the Service.

The political make-up of the Fire Authority reflects the number of members from the political parties on each of the appointing county and unitary authorities.

The Fire Authority records its appreciation for the contribution of the following councillors who served on the Fire Authority during 2016/17:

- Sir Peter Brown (Chairman)
- Barbara Ashwood
- Ralph Butcher
- Daniel Devine
- Roger Henson
- James Lillis
- Mervyn Loynes
- Paul Sales
- Joshua Schumann
- Mike Shellens

Current members of Cambridgeshire and Peterborough Fire Authority



Kevin Reynolds
Chairman



John Peach
Vice-Chairman



Donald Adey



Andrew Bond



Simon Bywater



Ian Gardener



Derek Giles



John Gowing



Mohammed Jamil



Sebastian Kindersley



Mac McGuire



Lucy Nethsingha



David Over



Paul Raynes



Terence Rogers



Jocelynne Scutt



Mandy Smith

More information about the Fire Authority, including details of Authority and committee meetings, together with the dates, agendas and minutes for these meetings, can be found on our website.

Our structure

Our chief officer team



Chris Strickland
Chief Fire Officer

Chief Executive of
Cambridgeshire Fire and
Rescue Service

Responsible for ensuring the Service fully discharges its statutory duties in regard to the needs of individuals and communities in Cambridgeshire and Peterborough.

Specific line management for:

- Transparency, Engagement and Communication
- Democratic and Legal Services



Rick Hylton Assistant Chief Fire Officer

Responsible for:

- Resilience
- Service delivery and the command and control of our 28 operational fire stations
- Community Safety (Fire Prevention and Protection)
- Equality and Inclusion
- Human Resources, Learning and Development and Recruitment
- Resource Management and Occupational Health



Matthew Warren Deputy Chief Executive

Treasurer to the Fire Authority

- Operational Support
- Finance and Payroll
- ICT
- Programme Management and Planning
- Business Intelligence
- Property and Estates
- Procurement and Business Support
- Health and Safety
- Fleet
- Service Transformation and Efficiency Programme (STEP)



Our legal responsibilities

Our responsibilities as an emergency service are set out in the Fire and Rescue Services Act 2004 and also the Civil Contingencies Act 2004. As a public service provider we also have responsibilities under the Equality Act 2010.



Fire and Rescue Services Act 2004

The Act replaced the Fire Services Act 1948 with a new legislative framework to ensure fire and rescue services were better able to meet the particular challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding and terrorist attacks
- Do other things to respond to the particular needs of their communities and the risks they face.

Civil Contingencies Act 2004

Under Part One of the Act, emergency services and local authorities (defined as Category One responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management.

We are involved in ongoing partnerships to plan multi-agency responses to major incidents. This work involves carrying out risk assessments for all eventualities and producing emergency plans that are tested and continually updated.

More information about our emergency planning can be found on our website.

We have a Business Continuity and Information Security Forum (BCIS) to provide direction and to oversee all aspects of business continuity management within the organisation to ensure that the Service continues to deliver its core services to communities and partners at all times and is resilient in adverse conditions.



Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control in a premises must take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire. The Order applies to virtually all buildings, places and structures other than individual private dwellings, for example individual flats in a block or family home.

Fire and Rescue Services (Emergencies) (England) Order 2007

The Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities. The duty requires authorities, where provision of resources has been made by central government, to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

Localism Act 2011

The aim of the Act was to devolve more decision making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing. The key measures of the Act were grouped under four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective
- Reform to ensure decisions about housing are taken locally.

Fire and Rescue National Framework for England

The Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. The priorities within the framework are for fire and rescue authorities to:

- Identify and assess the full range of foreseeable fire and rescue risks their areas face, make provision for prevention and protection activities, and respond to incidents appropriately.
- Work in partnership with their communities and a wide range of partners locally and nationally to deliver their service.
- Be accountable to communities for the services they provide.

Full details of the Fire and Rescue National Framework can be found on the gov.uk website.

Equality Act 2010

Under the Public Sector Equality Duty, the Service must have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people of different protected characteristic groups.

Our progression in this area during 2016/17 will be published in our equalities compliance report due out in December 2017.

More information on how we meet this duty can be found in our 2015-18 strategy and past compliance reports on the website.

Our values

We work to a set of key values that everyone is expected to incorporate into every aspect of their work.



These key values are:

- **Dignity** – our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.
- **Respect** – we respect the differences in groups of personnel and the public, and take into account the right for people to be different, valuing diversity rather than demeaning it.
- **Welcome** – we welcome people into the workplace and create a working environment that is open and inclusive, which offers help and support.

The Service's equality objectives for 2016/17 were to:

- Review the Service's disability support policy and practice including dyslexia support
- Implement the positive action plan for 2016/17 to improve diversity of the workforce
- Review flexible working in practice
- Review our pay policy
- Identify good practice in other fire and rescue services for engaging with BME communities in promoting fire safety and compliance in non-domestic properties and improve monitoring in this area
- Identify detail of any bullying and harassment; review understanding, reporting and mechanisms for dealing with it
- Identify opportunities for using mobile technology to support interpreting and translation where needed
- Evaluate the impact of the Dementia Friends initiative within the Service.

Highlights of achievements for 2016/17

- As part of the 'Disability Confident' scheme, work experience was offered to a disabled person keen to gain their first experience of work. They successfully gained employment elsewhere following a brief work experience spell with our Business Support Group and further placements are planned for this year.
- A positive action delivery group was established to bring together all the work being done in the area of diversifying our workforce. A number of initiatives have run this year including:
 - Lunchtime 'Insight into Blue Light' information sessions in Cambridge, run jointly with the police, about what it's like working for the fire service and police. Advertising was targeted at specific under-represented groups although everyone was welcome.
 - Through membership of the Safer Peterborough Partnership, a number of engagement visits to mosques in the city were arranged to develop mutual understanding and build relationships with Muslim and Asian communities.
 - Firefighters have built community engagement into their day to day work, focusing on those where we are least represented.
 - Visits to colleges and schools to promote working for the fire service have increased and been streamlined to ensure a common message is delivered. We have also targeted the visits to those less likely to apply for vacancies.
 - We began planning for further 'have a go' days for later in 2017.
- External, confidential research into bullying and harassment and the way this is reported and managed was commissioned. This has led to a number of recommendations for improvement which the Service will take forward in 2017/18 under the employee engagement action plan.
- A pictorial guide to communicating with people at emergency incidents, where English is not the preferred language or the person has a hearing impairment, was developed and is in use by operational crews.

5. Integrated Risk Management Plan

Managing risk

During 2016/17 we reviewed our planning process and documents, including the Integrated Risk Management Plan (IRMP) and made the IRMP our one planning document. The IRMP went out for public consultation in April 2017 and the final version was agreed by the Fire Authority in June 2017.

As this Annual Report is for 2016/17, the information below is about our previous IRMP as that was the plan we were working to.

The IRMP is a public facing document covering a set period (three to five years). It reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of our operational service and to further reduce the level of risk in the community. The plan also includes the community safety strategies and approach taken towards enforcement of fire safety legislation.

Internally and externally identified risks are captured and fed into the risk management planning process to enable informed decisions to be made about what the Service needs to do to reduce the risks in the areas deemed to be a high priority.

Risk modelling is used to assess the likelihood of fire and rescue related incidents using performance data from the last five years. The information is then used to enable clear targets to be set for how we aim to further improve performance.

The outputs from the IRMP are fed into the Service corporate planning process.

The full IRMP document used in 2016/17 can be found on our website together with the refreshed IRMP for 2017-2020.

The IRMP objectives for 2015-2019 are listed here.

Prevention

We are committed to:

- Targeting our internal resources to communities most at risk
- Integration into, and partnership working with, local authorities with the aim of reducing risk in our communities
- Encouraging members of our communities to play an active role in the prevention of fires in their local neighbourhoods
- Working with partners to access and share risk data across Cambridgeshire
- Minimising the preventable loss of life and injury arising from fires and road traffic collisions.

How will we achieve this?

- By introducing robust data sharing arrangements with partners, which enables us to access and share data in a timely fashion.
- By working with the third sector (for example the Community Fund and Community Champions), to reach all communities and encourage the concept of localism.
- Commit resources to partnerships, enhancing the benefits of multi-agency working. This includes deliberate fire reduction (for example partnerships with Cambridgeshire Constabulary and the Safer Peterborough Partnership).
- Education of children and young people in the consequences and risks associated with water, fire and roads.
- Working with partners to identify access and mitigate risk for the most vulnerable in our communities (those with a disability, hoarders, socially isolated, alcohol or drug dependent and the elderly).
- Working with partners to proactively predict demographic change, to enable us to support minority groups within Cambridgeshire.





Our priorities within the IRMP were:

- To continue the trend to reduce the number of accidental house fires
- To continue the trend to reduce the number of arson related incidents
- To continue the trend to reduce the number of fatalities and serious injuries in fires
- To support our partners to continue the trend to reduce the number of killed and seriously injured in road traffic collisions
- To undertake a strategic review of community safety.

Protection

We are committed to:

- Better, more consistent support for businesses across all regulatory services
- Up-skilling our frontline staff to increase our capacity to undertake audits of premises most at risk
- Improving compliance across the Authority area.

How will we achieve this?

- Through risk analysis and profiling we will target our regulatory fire safety activities towards those buildings with the greatest risk
- By managing risk through a holistic and integrated approach with internal and external partners
- By engaging with and educating those responsible for fire safety duties under the Regulatory Reform (Fire Safety) Order 2005
- By further improvement in the fire protection knowledge of our staff.

Our priorities within the IRMP were:

We will continue to reduce the number of fires in domestic and non-domestic properties by:

- Reducing the likelihood of fires and unwanted fire signals occurring in non-domestic premises through business engagement and compliance with fire safety legislation
- Minimising the preventable loss of life and injury arising from fires in non-domestic premises and their impact on the community
- Reducing the legislative burdens on business and support economic growth.

Response

We are committed to:

- Arriving in a timely and safe manner at emergencies with the right resources, dealing effectively with the situation and minimising preventable losses
- Making better use of operational staff to ensure that efficient and effective use of resources is achieved whilst maintaining the health, safety and welfare of staff
- Further improving equipment carried on all our appliances.



How will we achieve this?

- By working with partners to identify opportunities to utilise operational capacity to improve outcomes for the public, such as first responding for certain types of medical emergency
- By using staff from the Tactical Delivery Group flexibly to reduce risk
- By undertaking a review into the rescue capability across the Service
- By continuing to use our internal on-call 20:20 working group to shape the future of our on-call service
- We will review the provision of fire cover in Huntingdon.

Our priorities within the IRMP were:

We will:

- Increase the availability of our on-call first pumps from 82 per cent for crews with all skills
- Undertake a review into the provision of fire cover in Huntingdon
- Undertake an incident demand analysis related to the National Operational Guidance programme
- Explore the sharing of resources with neighbouring services at a strategic incident command level.

6. The communities we serve

Our community

The population of Cambridgeshire and Peterborough is approximately 805,000. Across the county as a whole the Census 2011 data shows that the population increased by 13.8 per cent between 2001 and 2011. However this growth varies considerably across the district council areas.

The social demography of Cambridgeshire varies considerably too, with the cities of Peterborough and Cambridge being particularly multi-cultural and multi-racial with more than 16 per cent of the population from a non-white ethnic group (Census 2011 data).

In comparison, the other four districts have a non-white population of between 2.9 per cent and 6.8 per cent. The number of migrant workers in both Cambridgeshire and Peterborough has grown very quickly since 2004, with the Polish community now being one of the largest European groups in the county.

The population of Cambridgeshire is ageing with the number of people aged 65 and over accounting for 15 per cent of the population (2 per cent being 85 and over). People most at risk from a fatal fire in the home are vulnerable people aged 65 and over.

Further information on our communities can be found in our Equality and Inclusion Strategy 2015 - 2018 on our website.

Our built environment

Cambridgeshire has a diverse and resilient economy. Situated in the heart of the East of England, Cambridge is less than one hour from London, just 20 minutes from London Stansted airport, which has excellent links to most major European cities and Cambridge also hosts its own private airport.

Cambridgeshire has good access to the national motorway network with the A1, A14 and M11 roads which provide superb connections to the Midlands, the North, London and the east coast ports of Felixstowe, Lowestoft, Ipswich, Great Yarmouth and Harwich.



In order to accommodate the expected increase in population, a number of new sustainable developments are under construction with the aim of creating 75,000 new homes by 2021, including the country's first eco-town Northstowe, being built just five kilometres from the city of Cambridge.

Peterborough grew and developed rapidly in the seventies and eighties, following its designation as a 'new town' in 1968. Three new residential townships were developed with a full range of social and economic facilities and the fourth, Hampton, will continue this growth with over 5,000 homes and supporting infrastructure.



Our heritage

Cambridgeshire is a county of contrasts in the East of England. The county's towns and cities are steeped in history and have evolved over centuries. Cambridge is a university city of old streets, ancient colleges and bridges spanning the River Cam. Ely has a magnificent Norman cathedral and Huntingdon was the birthplace of Oliver Cromwell. Wisbech in the Fens has fine examples of Georgian street architecture whilst the Fens themselves are renowned for their impressive agricultural landscapes. The city of Peterborough is a mixture of the ancient and modern. The renowned 11th century cathedral dominates the city centre landscape, with new townships sited around the existing urban centre.

Our natural environment

Cambridgeshire has a diverse natural environment, from gently undulating hills in the south of the county to the man-made landscape of the Fens in the northeast.

Covering an area of some 3,200 square kilometres, extending almost to the Wash in the north, Cambridgeshire is the most westerly county of East Anglia. It is a largely low lying area and the landscape is notably flat, with clay islands to the west and south east over soft chalk. Reclaimed fenland with rich peat beds, criss-crossed with man-made dykes, makes up the northern part of the county.

There are three principal rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.



7. How we serve our community

About us

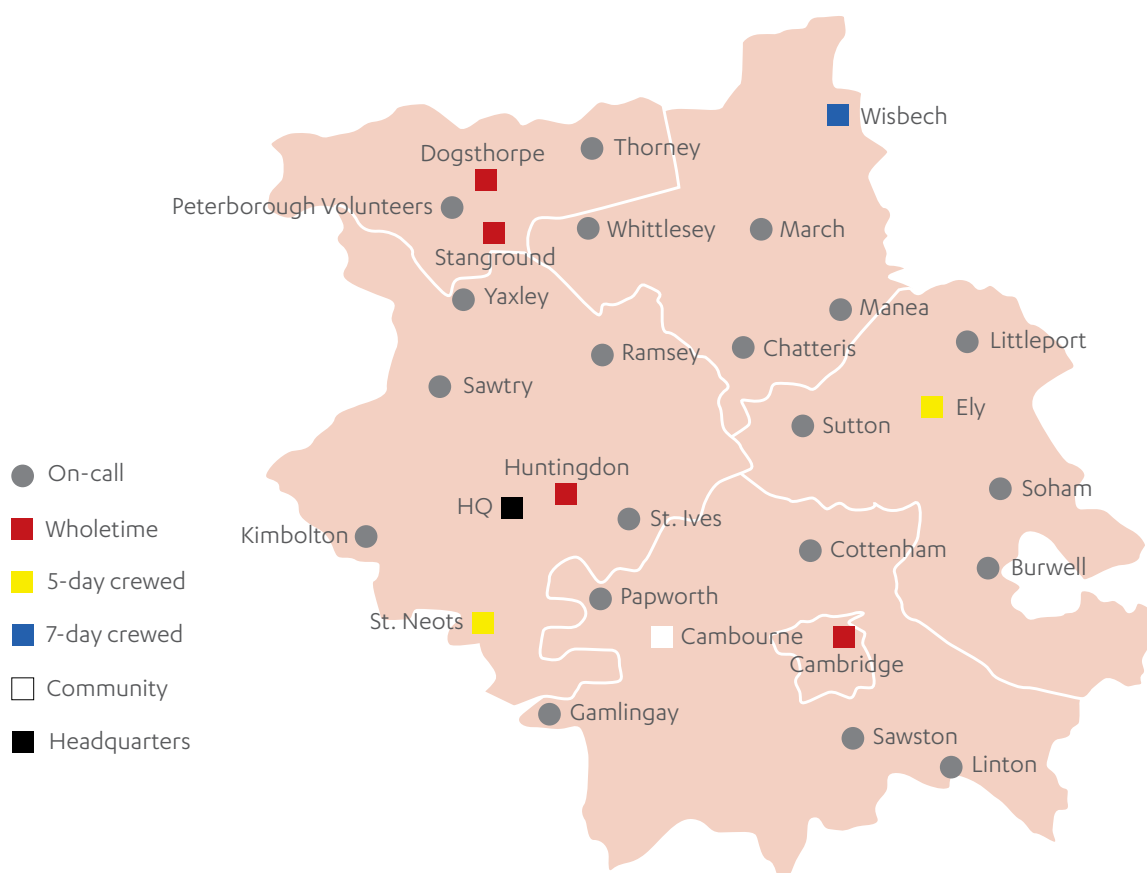
We currently operate from 28 fire stations across Cambridgeshire and Peterborough, 27 of which are operational. Management, support departments and the UK's first Combined Fire Control are all based at our Service Headquarters in Huntingdon.

The Service is run by a management team headed by the Chief Fire Officer (see page 10 for structure) and is governed by a Fire Authority, made up of 17 councillors from Cambridgeshire and Peterborough. Members of the Fire Authority can be found on page 9. Further details of the Fire Authority including committee structure and meeting dates can be found on our website.

We employ 254 wholetime firefighters (including principal officers) and 240 on-call firefighters. A total of 38 staff operate our Combined Fire Control, mobilising appliances across Cambridgeshire,

Peterborough and Suffolk. 128 staff work in support roles across the Service in essential operational and business support functions, including Learning and Development, Health and Safety, Recruitment, Property, Fleet and Equipment, Finance and Human Resources.

We have a fleet of 33 fire engines, three rescue vehicles, two Multistar aerial appliances and a number of other specialist vehicles. More information about our vehicles and the equipment we use can be found on our website.



8. Achievements towards our strategic aims

Our vision

Our vision is for safe communities where there are no preventable deaths or injuries from fire or other emergencies.

Put simply, this means we want to reduce risk and save lives.

To achieve this, we need to achieve operational and community safety excellence in the most cost effective way (value for money), putting people at the centre of everything we do – both people in the community in terms of their safety and diverse needs and our own staff in terms of training, development and health and safety.

This section outlines what we have delivered against our four strategic aims:

- **People**
- **Operational excellence**
- **Community safety excellence**
- **Value for money**

Each section explains what we consider 'excellent' to look like, what we have done during the past year to achieve this, how well we have performed and includes a case study to evidence this.



People



Working with our managers and staff to ensure our people are safe and the Service is accessible to everyone, meeting their needs and expectations, we:

- Continually strive to improve the service we deliver
- Listen and engage with staff, communities and our partners to improve what we do
- Develop our staff and encourage them to reach their potential.

To achieve this in 2016/17 we have:

- Introduced a programme of courses to help staff at all levels and from across all areas of the Service to develop core skills, and a series of bite-sized development sessions specifically for managers.
- In collaboration with Bedfordshire Fire and Rescue Service, run our first 'Aspire' development programme for existing managers who want to progress their career.
- Run our second 'Insight' development programme for aspiring managers from across all areas of the Service, building on feedback from the first cohort.
- Continued to deliver our action plan to improve areas that scored lower satisfaction in our 2015 employee engagement survey.

- Continued to deliver our positive action workplan, seeking to improve the diversity of our workforce to better reflect the diversity of the communities we serve.
- Engaged with managers at all levels in shaping the Service through regular management seminars.
- Undertaken an audit of our succession planning activities, and begun implementing the recommendations for further development in this area.
- Begun planning for the introduction of apprenticeship schemes into the Service, in order to be able to provide more diverse career pathways.
- Continued to develop our social media sites to provide more engaging content and enable followers to provide feedback and comment on our activities.
- Achieved the Disability Confident Award.
- Introduced the Healthshield Cashplan for all staff which helps cover the cost of counselling and different treatments which supports staff wellbeing and earlier return to work.
- Continue to work with the MIND Blue Light Support programme to address mental health issues. We currently have 30 voluntary Blue Light champions within the Service to support colleagues.

Case Study

Aspiring for career progression



A cohort of 16 managers from across Cambridgeshire and Bedfordshire fire and rescue services have started on a new personal development programme for existing managers who have aspirations to develop their career.

The Aspire programme has been jointly designed and delivered by both services working in collaboration, with the aim of helping participants to grow their self-awareness and self-reflection skills, to be able to further understand the impact their leadership has on others.

Sarah Best, Workforce Development Manager, said "Feedback from participants

has been exceptionally positive so far, with many stating that the opportunity to develop alongside colleagues from a neighbouring service is proving invaluable to them."

The modular course uses a series of one-day sessions to explore the role of a middle manager, benefits of peer and team working, dealing with change, building resilience, effective communication in leadership and problem solving.

Area Commander Callum Faint, who sponsors the programme for Cambridgeshire, said: "The Aspire programme has been deliberately

designed to build on and complement the development opportunity offered to potential managers through our Insight programme, allowing us to provide an integrated suite of personal development programmes for staff at all levels in the Service."

He added: "We strongly believe that investing in the development of our staff to enable them to be the best that they can be will directly support us to provide the best possible service to the communities we serve through effective leadership at all levels."

Operational excellence



Working with our managers and staff to ensure the highest standards of operational response we:

- Have competent, confident and skilled staff
- Have the right skills, equipment and resources in the right places
- Have a learning culture looking to continually improve the way we deliver our services.

To achieve this in 2016/17 we:

- Started a co-responding trial in three areas of the county where fire crews are sent to the most severe medical emergencies, ensuring the person needing help receives the quickest possible response. It ensures that life-saving equipment and trained staff are on scene as quickly as possible.
- Issued all firefighters and officers with new fire kit that offers the best possible protection to help them carry out their role. The roll out of the kit followed an extensive trial and procurement process.
- Introduced a number of new and updated operational procedures that have improved our working practices. Extensive training has been delivered to support the implementation of the new guidance documents.
- Invested in inter-agency working to establish and train a number of officers to become National Inter-agency Liaison Officers (NILOs). The officers received specialist training and familiarisation with local and national agencies to ensure they have a working

knowledge of capabilities and support available to assist the Service when called to an incident needing a multi-agency response.

- Established and embedded a group to ensure that all operational learning internally and externally is identified and acted on to improve our emergency response.
- Completed a recruitment campaign for wholetime firefighters, welcoming 20 new recruits to the Service.
- Targeted recruitment at specific on-call stations to improve availability, resulting in the recruitment of 31 new on-call firefighters.
- Improved retention of on-call firefighters - something that had fallen in previous years.
- Maintained the availability of some of our on-call fire engines by using our staff more flexibly.
- Reviewed and made improvements to our inspection programme for fire hydrants to ensure we can regularly inspect all the hydrants in our rapidly developing county.
- Attended 7,239 incidents, (up 6.1 per cent on previous year of 6,823).
- Rescued 13 people from house fires.
- Rescued 211 casualties from road traffic collisions and further assisted between 34 and 170 casualties (based on 34 incidents where up to five people were assisted).

Case Study

Learning from industrial fire keeps county safer



A large fire at an industrial estate in St Ives sparked a proactive initiative to prevent further similar incidents from happening in the county.

Thirteen fire engines from across the Service attended the fire which started in a waste recycling business in September 2016.

As well as the fire being very close to neighbouring buildings, the nature of the recycling business meant the contents of the building - old electrical items including fridges and freezers - added to the complexity of the incident.

Appreciating the impact of this fire on resources and the local community, officers in the fire protection team worked closely with the Environment Agency to identify all other similar businesses in the county with recycling as a core activity. In total, 96 such businesses were listed and the team began visiting them to offer safety advice and ensure compliance against fire safety legislation.

Area Commander Callum Faint said: "This is an excellent example of our ability to learn from operational incidents, not only to improve internal processes but to provide safer outcomes for business owners and the public.

"These incidents take a lot of our resources, expose our crews to risky situations and impact the local community, causing disruption for people and businesses nearby. Working with the owners of these businesses to try and prevent these types of fires, benefits everyone."

Community Safety excellence



Working in partnership with agencies such as local authorities, district councils, police and health authorities, we:

- Understand the risk in our communities
- Are inclusive in our approach and tailor our services to meet the needs of our diverse communities
- Work with partner agencies in a targeted, proactive and effective manner and are perceived as a key contributor to community safety
- Have a high level of customer satisfaction in our activities.

To achieve this in 2016/17 we:

- Expanded our partnership working with the voluntary sector and other local agencies to share data and give us greater access and opportunity to support the most vulnerable people in our communities.
- Reviewed and updated the hoarding protocol and are in the process of establishing local hoarding sub-groups with partners.
- Further developed and opened up our ICARUS arson prevention programme to probationers as well as convicted prisoners working in partnership with Peterborough Prison and the National Probation Service to assist with the rehabilitation of convicted arsonists prior to their release.
- Established a partnership with the NHS who now deliver Olive Branch on our behalf to all new members of staff. Olive Branch is our training package to help identify fire hazards in people's homes to enable a referral to be made to the fire service.
- Have continued to conduct and develop our fatal fire review process to identify lessons learnt with partners and to share best practice with other fire services.
- Trained more staff, including community safety officers and community champions, to assist the police in the delivery of the PREVENT initiative, helping drive down radicalisation of young people.
- Delivered three Firebreak courses for young people in partnership with Essex Fire and Rescue Service.
- Delivered 48 business seminars to 356 delegates informing

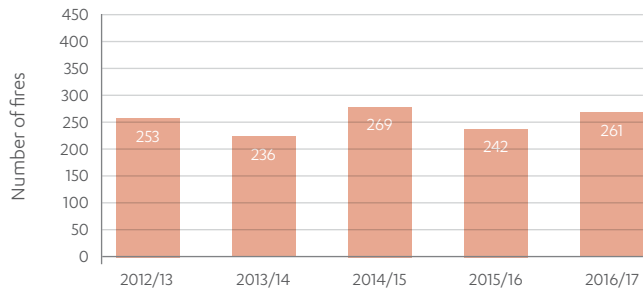
them about fire safety legislation and their responsibilities, and automated the booking process to ensure information is captured to enable us to maintain contact with those that attend.

- Identified trends in data to enable us to target focused campaign activity and business engagement activity more intelligently.
- Implemented a new risk-based audit programme for non-domestic premises, allowing us to target those presenting the greatest risk.
- Introduced a new short audit for non-domestic premises that allows us to audit places in a time efficient and risk appropriate way, saving time and therefore allowing us to visit more premises.

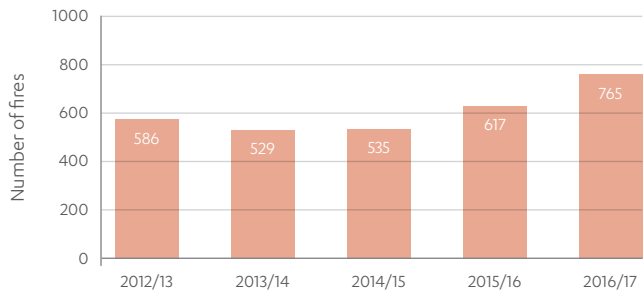
Performance data summary (compared to 2015/16)

- There was an increase in the number of accidental house fires by 7 per cent (from 242 to 260) but a 3 per cent decrease in the number of fire casualties in accidental house fires. Of the 260 fires, 91 (36 per cent) did not require any firefighting action.
- There was a 15 per cent decrease in the number of accidental fires affecting business premises (from 123 to 104).
- There was a 1.5 per cent decrease in false automatic fire alarm calls affecting business premises (from 1,430 to 1,409).
- There was a 20 per cent decrease in the number of fatal and non-fatal casualties in primary fires (from 72 to 58). This splits into two deaths (one accidental) and 56 injuries.
- There was an increase in deliberate fires by 24 per cent (from 617 to 762). This was driven by an increase in reports of small outdoor fires, vehicle fires and fires in prisons.
- There was an increase in the number of people killed, or seriously injured in road traffic collisions from 352 to 432.

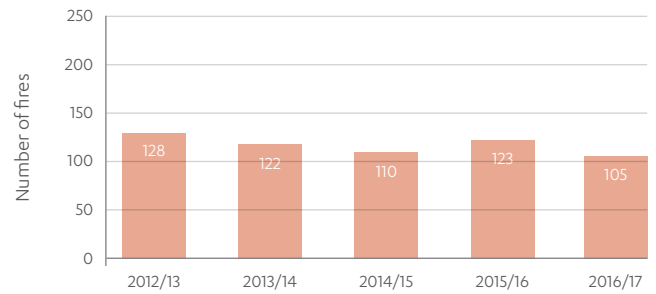
Accidental Dwelling Fires



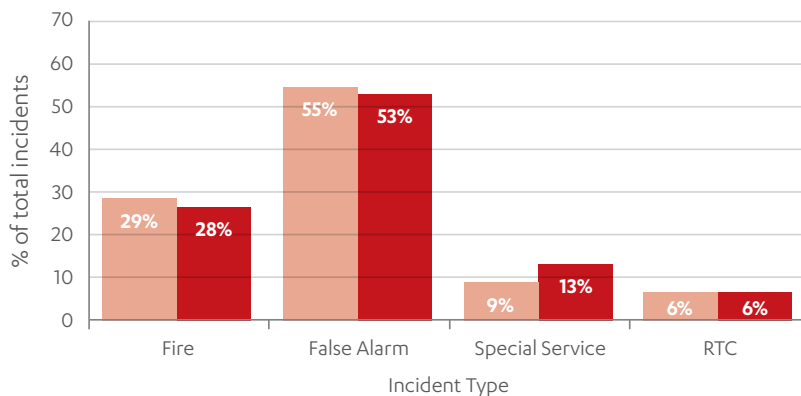
Deliberate Fires



Accidental Fires in Non-Domestic Premises



Incidents we attended by percentage make up (comparison 2014/15 – 2015/16)



Special Services include lift rescues, flood response, building collapses, animal rescues, chemical spillages and rescue from lakes and rivers.

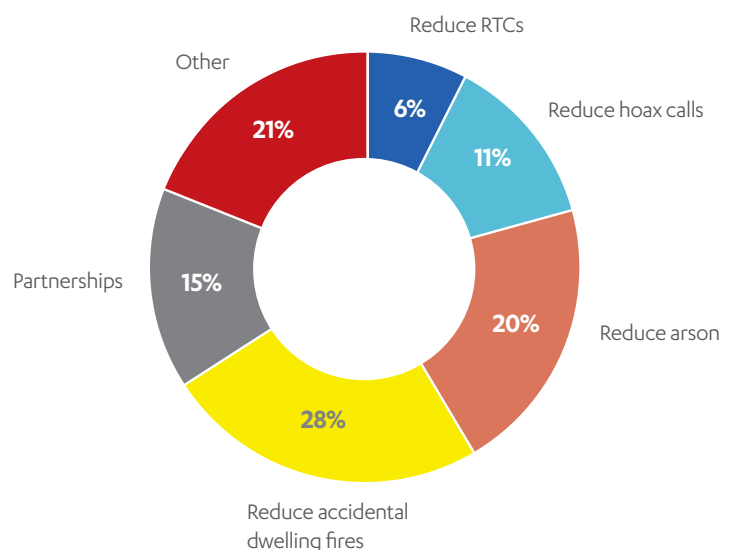
Attended 7,239 incidents, (up 6.1 per cent on previous year of 6,825)

Breakdown of time spent on different prevention activities

RTCs – Road Traffic Collisions

Partnerships – an example of this would be attending the Crime and Disorder Reduction Partnerships

Other – includes representing CFRS at local meetings





Case Study

Over 1,000 vulnerable residents safer thanks to Safe and Well initiative



Launched in June 2016, our Safe and Well visits have gone from strength to strength, helping to keep elderly and vulnerable residents safer in their homes and support independent living.

Building on the previous work of home fire safety checks, the Safe and Well visit encompasses a range of other areas including preventing falls in the home, monitoring alcohol use and consumption, staying well, warm and nourished, and crime reduction including fraud and scams.

Working with key partners including Cambridgeshire County Council, Cambridgeshire Constabulary, Health and Wellbeing Network, Cambridgeshire and Peterborough NHS Foundation Trust and the Drug and Alcohol Action Team, staff

in the community safety team researched and developed the model to offer a holistic approach to supporting people living in their own homes.

The Safe and Well visit now provides the Service with sufficient information to assist individuals and, with consent, to refer them to selected partner agencies, who will be able to support them further.

Station Commander Paul Clarke, Community Risk Manager, said: "It is great to see the Safe and Well model having a positive impact on the lives of those living in our communities and empowering the most vulnerable to continue living independently with the support networks around them that they need access to, but may not have known existed prior to our visit.

"Although we target our work using data from partner agencies, it is vitally important that people make referrals to us if they think someone they know, whether it be a loved one, a neighbour or a friend, could benefit from our free service too. We can also provide advice in relation to promoting the health and safety of individuals with hoarding concerns, as well as providing valuable information to care providers."

In July 2017, the model was rolled out in Peterborough ensuring consistency across the entirety of our authority area in the way we support vulnerable people living at home.

Number of Home Fire Safety Checks or Safe and Well visits completed in 2016/17	4,422
Number of households referred onto other agencies	330
Number of smoke alarms fitted	2,807
Number of households which had handrails fitted	27
Number of households which had falls prevention activities	49

Value for Money

Working with our managers and staff to ensure we deliver high quality, value for money services, including:

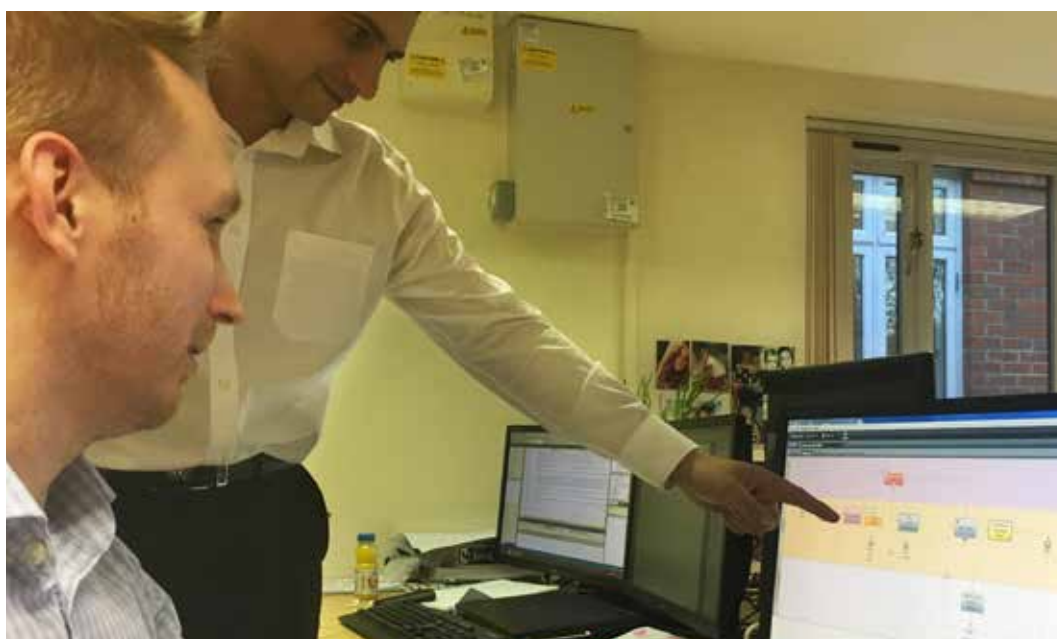
- Actively seeking collaborations
- Having effective and efficient working practices
- Continuously monitoring how we are performing, sharing what we do with others and taking best practice from others.

To achieve this in 2016/17 we have:

- Continued to streamline and improve our business processes with the development and introduction of software to enable departments to self-automate processes, removing paper-based administration activities.
- Introduced a training centre management system, making time and cost savings as well as providing the user with a more dynamic experience.
- Shared our in-house developed processes to enable other fire and rescue services to achieve similar cost and time savings, such as the training centre management and on-call recruitment processes.
- Established six Primary Authority Schemes, which generate income for the Service. They provide each business with consistent fire safety advice and reduce the burden on their business to liaise independently with the local fire service within each of their locations.

- Increased the number of businesses we have visited (1,374) to give advice on fire safety and when appropriate make requirements to ensure buildings are safe in the event of fire. This has been achieved by providing additional training to firefighters to enable them to carry out business visits.
- Awarded a three year contract to the Fire Service College for the delivery of fire safety training, providing a saving of over £66,000.
- Delivered a new mobile phone contract generating savings of £21,000.
- Put in place memorandums of understanding to facilitate the sharing of operational equipment and services with our blue light partners.
- Migrated all reporting data to a single system to enable greater access and a more accurate and timely provision of performance management information to support effective decision making.
- Agreed the sharing of area commanders with Bedfordshire Fire and Rescue Service resulting in a rota system that improves the resilience of both services and strengthens their operational business continuity arrangements.
- Established a close working relationship with the Cambridgeshire Constabulary estates and property department, resulting in working towards a joint estates strategy and sharing of existing sites.

To give a greater understanding of value for money, new measures are being developed, as part of the Integrated Risk Management Plan process.





Case Study

New management system saves training team hours of time



A bespoke management system developed in-house to support the management of training courses and attendees is already saving the training team many hours of time.

The new solution, designed and built by the service transformation and efficiency (STEP) team, has led to the automation or removal of a number of the processes involved in running the hundreds of courses delivered each year.

Head of Training Centre, Group Commander John Sherrington said: "Our training staff have been able to bin the

paper forms, spreadsheets and emails that they previously relied on, which took many hours to manage, and are now able to focus their time on areas of greater value to the Service.

"The system automates everything and with the number of courses we run each year it will generate a huge saving of time, which can be used on developing ways to improve our training rather than be tied up in administration tasks."

STEP Head of Group, Martin Franklin said: "We're really excited with the first phase of the training management solution and

what is in store for future development. As a Service we continue to innovate, developing new technologies and systems aimed at improving the way we work to achieve greater efficiencies.

"We also believe we can help other services achieve efficiencies by using our systems and we have already shared the training management system with others."

9. Partnerships and collaborations

Working together

We recognise that we are better able to achieve our aims and objectives across all areas of the Service by collaborating and working in partnership with other agencies with similar aims and goals – these include other emergency services and public sector organisations, charities, voluntary groups and other fire and rescue services.

Not only does this improve the service we each deliver but in tough economic times it makes financial sense to remove duplication and share resources.

Partnership working is embedded across the Service in all departments from how we investigate fires and drive down arson and road traffic collisions, to planning for big events and dealing with disasters and day to day incidents.

Combined Fire Control with Suffolk Fire and Rescue Service

This year saw the fifth anniversary of our Combined Fire Control. Working in partnership with Suffolk Fire and Rescue Service, we became the first fire and rescue service to prove that the concept of a combined control room works. All 999 calls for both Suffolk and Cambridgeshire are answered by control operators based at our headquarters in Huntingdon and operators mobilise appliances for both fire and rescue services.

Mutual Aid Agreements

The Fire Authority has mutual aid agreements with each of the seven neighbouring fire and rescue services whereby:

- In the event of a significant emergency, Cambridgeshire and Peterborough Fire Authority can request additional resources from a neighbouring fire authority.
- Should the location of an emergency be closer to a fire engine from a neighbouring authority, a request will be made for that fire engine to attend the incident.
- Specialist equipment and trained personnel can also be requested from other fire and rescue services to attend significant emergencies in Cambridgeshire and Peterborough.

In the event of a national emergency elsewhere in the country, Cambridgeshire and Peterborough Fire Authority has the following specialist resources that can be deployed to assist those in need:

- An incident response unit, to support a large scale hazardous substance incident
- A high volume pump, to support a large scale flooding incident.

We also jointly manage a third vehicle, which is the Eastern Region's Detection, Identification and Monitoring (DIM) vehicle, which provides a 24/7 response capability for deployment in the early stages of a major incident involving chemical, biological, radiological or nuclear materials. This vehicle is operated by Essex Fire and Rescue Service but the specialist officers who run the equipment come from both Cambridgeshire and Essex.

Cambridgeshire and Peterborough Local Resilience Forum

Local Resilience Forums aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities. Our senior managers are actively engaged in the Cambridgeshire and Peterborough Local Resilience Forum, which is chaired by our chief fire officer. The Service has fully supported and participated in the development of an agreed risk profile for the local area through the community risk register, in partnership with police and ambulance services, local authorities, NHS England, Health Protection Agency, Environment Agency and the military.

Shared ICT Service with Bedfordshire Fire and Rescue Service

Our ICT Shared Service provides ICT support to both Cambridgeshire and Bedfordshire fire and rescue services. The shared service brought together staff from both services' ICT teams, who started working as one team from July 2013, to bring resilience and improved ways of working to both services.

Service Transformation and Efficiency Programme (STEP)

For a number of years, we had been working with partners on developing streamlined, automated business processes on an in-house platform. After a successful trial of cloud based technology, we migrated to this technology infrastructure and launched our first cloud based business process in March 2016. This was for on-call firefighter recruitment and the online, user friendly process has greatly improved retention of firefighter recruits through the process. This is something we hope to be able to share with other fire and rescue services.

Moving to cloud based technologies provides even greater efficiencies for the Services through the reduction of system maintenance, allowing us to focus on development of processes.

Safe and Well visits

Safe and Well visits have been developed in partnership with other local agencies. They expand our previous home fire safety visit to incorporate checking for other factors that can be of risk to vulnerable residents such as warmth and nourishment, slip, trip and fall hazards, crime and scam prevention and alcohol misuse.

The case study on page 21 explains Safe and Well visits in more detail.

Safer Peterborough Partnership's Prevention and Enforcement Service

The Safer Peterborough Partnership (SPP) is Peterborough's community safety partnership, made up of a number of different organisations who are collectively responsible for reducing crime and disorder, combatting the misuse of drugs, alcohol and other substances and reducing reoffending.

The Prevention and Enforcement Service (PES) reports to the Safer Peterborough Partnership Board and is staffed by a team made up of fire service, police, council and prison staff working from the same location and supported by a number of other cooperating authorities including housing associations, criminal justice bodies and not-for-profit organisations.

Case Study

Project Icarus collaboration celebrates successful year in arson prevention

A UNIQUE partnership between Cambridgeshire Fire and Rescue Service and the National Probation Service to deliver a rehabilitation programme for people convicted with arson has celebrated its first year with positive outcomes.

The Icarus programme was devised specifically for the Service by forensic psychologist Dr Jennifer Marshall and it is the first programme of its kind in the UK.

Dr Marshall devised the pioneering programme based on her experience working with individuals who have been convicted of arson at the Rampton Mental Health Institute. Instead of group therapy sessions the programme allows those convicted of arson to work with staff from the fire service on a one-to-one basis.

The programme was first introduced in 2014 when community safety officers went in to Peterborough Prison to work with arson offenders. Last year, Icarus was expanded to work alongside the probation service in the Peterborough area to trial a programme for individuals supervised within the community. Following its success, the programme is now set to expand across Cambridgeshire.

Icarus, described as a 'therapeutic' programme, works with offenders over several months and covers six different modules such as fire setting behaviour, patterns and cycles, problem solving and social skills, self-esteem, and understanding and managing emotions.

Since its launch, working in collaboration with the probation service, the Service has delivered the programme to three individuals. They include one participant who has, to date, broken a lifetime pattern of reoffending.

Wendy Coleman, Head of Safeguarding at CFRS, explained: "Staff monitor each of the clients six, 12 and 18 months after completion of the course. The trial programme has proved successful with the first participant having avoided reoffending for the first time in his adult life, the second reporting a boost in confidence and the third client identifying the triggers around his offending."

Wendy continued: "The programme shows that if we work with people like this to change their behaviour and enhance their life skills we will prevent them from starting fires in the future and that will benefit not just them, but the local community too."

Mark Swain, Senior Probation Officer for Peterborough and Fenland, said: "There is a severe lack of provision around working with offenders with fire-setting behaviour. We have seen the dangers fires can cause to communities so if we can reduce the risk of that happening again through programmes like Icarus, it is more than worthwhile."

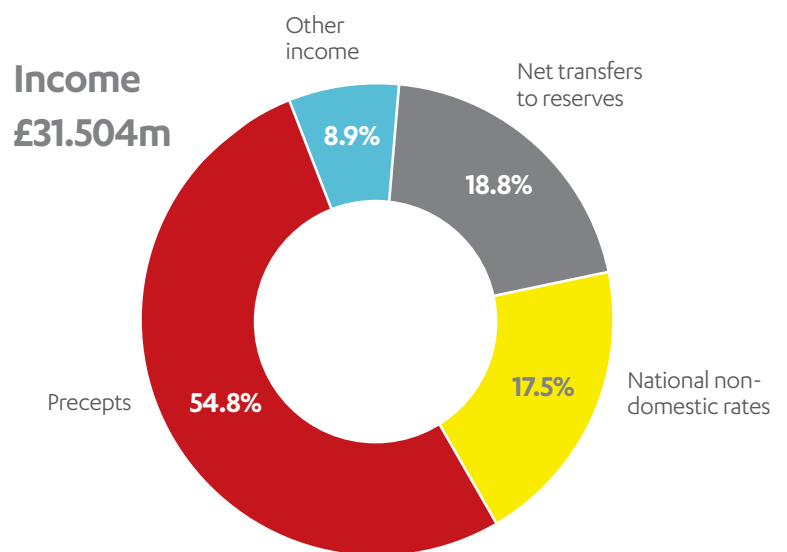
"The tools and insights given to people using Icarus remain with them after they have completed the course and help them to hopefully change their lives for the better."

10. Financial performance and governance

Where our money comes from and how much we spent

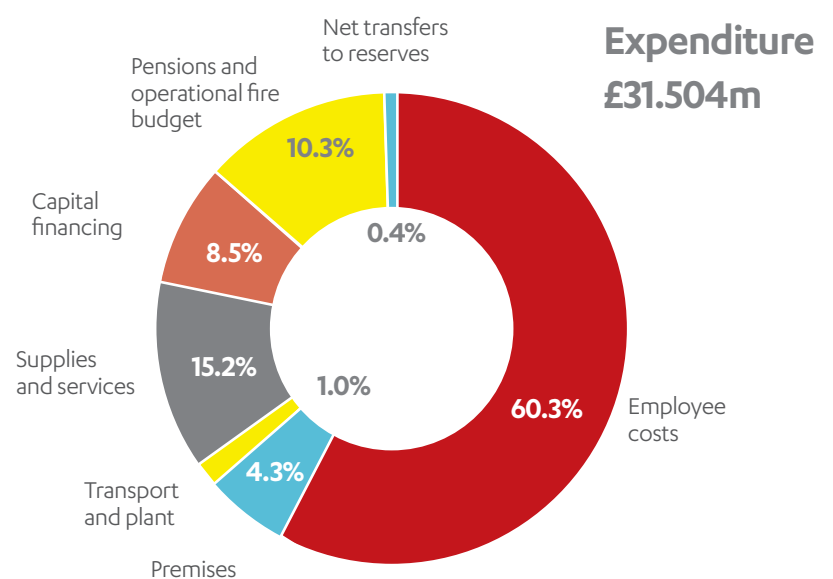
Ensuring we have an efficient service that offers value for money underpins everything we do. Although the pressures on our budget through a continued reduction in government grant since 2010 have been felt across the Service, with innovative thinking and more collaborative working, as well as the support from our communities and staff, we have managed to find the necessary savings each year to ensure a balanced budget.

The following charts show where the money we received came from and how we spent it in 2016/17:



The Fire Authority's total net budgeted expenditure during 2016/17 was £28,557,000.

This was made up of £31,504,000 (expenditure) less £2,808,000 (other income) and £139,000 (net transfers from reserves). £17,859,000 was collected from council tax payers. This amounted to £65.52 a year for a Band D council tax household, making us one of the most cost effective fire and rescue services, per head of population, in the country.



A summary of how much we spent against our budget is presented in the table below.

	Final Budget £000	Actual Expenditure £000	Variance £000	Variance %
Full time firefighters	10,525	10,762	237	2.25%
Control room staff	1,539	1,466	-73	-4.74%
Local govt. Employees	3,306	3,015	-291	-8.80%
Senior management (hay)	2,677	2,393	-284	-10.61%
Recruitment & training	796	842	46	5.78%
Fire allowances	485	499	14	2.89%
EMPLOYEE COSTS	19,328	18,977	-351	1.82%
Property maintenance	429	361	-68	-15.85%
Insurance		123	-85	-40.87%
Energy costs	268	222	-46	-17.16%
Cleaning	111	107	-4	-3.60%
Rents & rates	551	548	-3	-0.54%
PREMISES	1,567	1,361	-206	13.15%
Car & cycle allowances	74	82	8	10.81%
Vehicle running expenses	157	141	-16	-10.19%
Vehicle insurance	172	98	-74	-43.02%
TRANSPORT AND MOVEABLE PLANT	403	321	-82	20.35%
Office expenses	358	291	-67	-18.72%
It & communications equip.	1,604	1,504	-100	-6.23%
Fire equipment	289	281	-8	-2.77%
Uniforms & clothing	523	497	-26	-4.97%
Other supplies & services	2,720	2,201	-519	-19.08%
SUPPLIES AND SERVICES	5,494	4,774	-720	13.11%
Debt charges	2,726	2,676	-50	-1.83%
External interest	-90	-109	-19	21.11%
CAPITAL FINANCING	2,636	2,567	-69	2.62%
CONTROLLABLE EXPENDITURE	29,428	28,000	-1,428	4.85%
Other income	-1,300	-1,443	-143	11.00%
Other government grants	-415	-1,256	-841	202.65%
CONTROLLABLE INCOME	-1,715	-2,699	-984	57.38%
NET CONTROLLABLE EXPENDITURE	27,713	25,301	-2,412	8.70%
Pensions - injury awards	596	759	163	27.35%
Operational fire budget	3,054	2,498	-556	-18.21%
SAFETY-NETTED EXPENDITURE	3,650	3,257	-393	10.77%
NET EXPENDITURE	31,363	28,558	-2,805	8.94%
Grant/precept income	-28,453	-28,696	-243	
Transfers to/from earmarked reserves	-2,910	-188	2,722	
Year end transfer to capital reserve		252	252	
CONTRIBUTIONS	-31,363	-28,632	2,731	
CONTRIBUTION TO GENERAL RESERVE		-74	-74	

Variations: Positive variance denotes expenditure in excess of budget or income less than budget. Negative (-) variance denotes expenditure less than budget or income more than budget.

Key budget points: Uncommitted money that was underspent has been used to help finance capital spending and reduce our borrowing requirement. The transfer to capital reserve is to finance existing capital commitments.

What we own

Our assets include (as of March 2016):

Buildings

Fire headquarters and operational buildings	29
Staff houses	5
TOTAL	34

Vehicles and Plant

Fire engines (including rescue pumps)	34
Multistars (aerial appliances)	2
Rescue vehicles	3
Other special appliances	5
Reserve and training appliances	7
Other vehicles	109
TOTAL	160

Capital Spending

During the year the Authority:

- Purchased 31 vehicles and completed the build of three appliances at a cost of £939k
- Undertook equipment and IT projects totalling £270k
- Carried out building works totalling £755k
- Carried out work on assets under construction totalling £583k.

Financial governance

Each year we publish sets of accounts for public consumption. These documents explain our financial performance over a given financial year which always runs from April 1 to March 31. Recent versions of these documents are available on our website.

External audit

The Fire Authority has external auditors appointed by central government to assess its financial standing. The Authority's appointed auditor, BDO LLP, undertakes an annual audit of the financial standing of the Fire Authority. The auditors are required, under the Code of Audit Practice, to highlight all issues of significance arising from an audit, in the form of an annual audit letter.

The independent auditor's report to members of Cambridgeshire and Peterborough Fire Authority for 2016/17 concluded that:

'On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office in November 2016, we are satisfied that, in all significant respects, Cambridgeshire and Peterborough Fire Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2017.'

Governance matters

Cambridgeshire and Peterborough Fire Authority also have arrangements with an external auditor to audit the governance arrangements of the Authority. The Authority undertakes an annual assessment of the governance arrangements using the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA)/ Society of Local Authority Chief Executives (SOLACE) framework 'Delivering Good Governance in Local Government'. The external auditor also undertakes their assessment of compliance against these standards.

The 2016/17 annual governance statement of the Authority can be accessed on our website. The external auditor's opinion confirmed assurance in the governance arrangements.

Internal audit

The Fire Authority also appoints internal auditors to ensure their internal systems of control are appropriate. Reports and recommendations arising from these audits are taken to the Fire Authority Overview and Scrutiny Committee before being presented to full Fire Authority for consideration and approval.

Financial Transparency

The Local Government Transparency Code 2015 is a tool to embed transparency in local authorities, which includes fire and rescue authorities and sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published.

To streamline and simplify access to this information our website includes a specific Transparency Code section - a link for which can be found in the footer of each webpage.



11. How our performance compares nationally

Public Sector Audit Appointments Value for Money Profiles

All public bodies now have to make difficult decisions about priorities and find more efficient and innovative ways of delivering their responsibilities.

The Public Sector Audit Appointments Value For Money (VfM) profile toolkit provides a key reference source for auditors when they carry out local VfM audit work (each service appoints an independent auditor to complete this work). The most recent data available (2015/16) on the VfM tool covers the following areas:

- **Financial resilience** - providing a review of indicators of specific features of the Fire Authority's financial position, including sources of income, reserves and assets
- **Station and appliance utilisation** - enabling comparisons of the numbers of appliances and the average number of incidents attended in each area





- **Value for money in service provision** - looking at comparative data on incidents and prevention work
- **Workforce management** - looking at comparisons relating to both the operational and non-operational workforce.

There are two indicators below. Table 1 shows how much Cambridgeshire Fire and Rescue Service spends on key services and how this compares with other similar sized services across the country. Table 2 (overleaf) shows our net spend per 1,000 population compared to all other fire authorities. It clearly shows we are the third lowest costing fire and rescue service per 1,000 population in the country.

Overview

Table 1

The indicators below show how much the Fire Authority spends overall and on key services compared to other fire authorities.

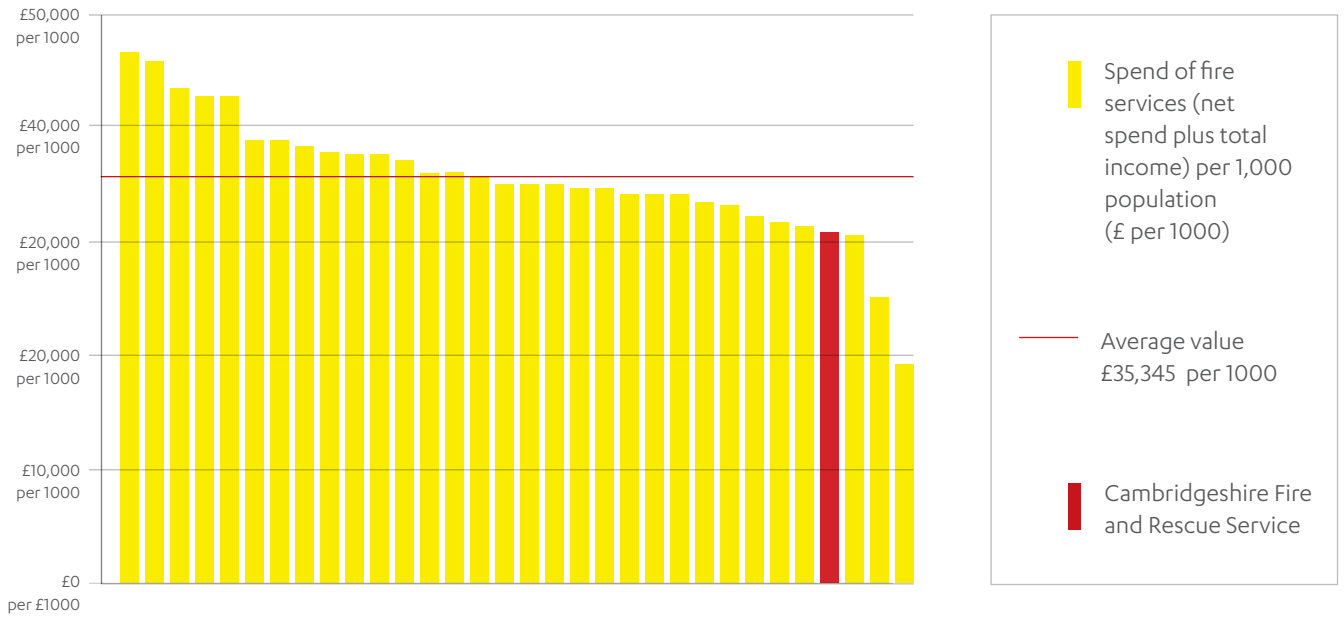
INDICATOR	PERIOD	VALUE	%CHANGE	Direction of Travel	RANK	AVERAGE
Net spend on fire and rescue service per 1,000 population	2015/16	£30.289 per 1000	0%		In the lowest 10%	£35,296 per 1,000
Spend on fire services (net spend plus total income) per 1,000 population	2015/16	£31,569 per 1000	0%		In the lowest 20%	£36,618 per 1,000
Number of incidents per station	2015/16	114	9%		In the lowest 20%	195
Total spend on workforce per 1,000 population	2015/16	£23,650 per 1000	-1%		In the lowest 20%	£27,849 per 1,000

DoT – Direction of Travel - a downward pointing arrow indicates an improvement from the previous year.

As you will see we are in the lowest 25 per cent in all of the key areas across the fire and rescue service, evidence of how cost effective our Service actually is.

Table 2

Spend of fire services per 1000 of population



Source: Public Sector Audit Appointments Value for Money Profiles 2015/16 - <http://www.psa.co.uk/>



12. Future priorities

2017-18 and beyond

Our revised Integrated Risk Management Plan (IRMP) now provides full details of how we plan for the future, how we set our priorities and what those priorities are.

The IRMP is available to view on our website and details our priorities for 2017-2020. We will report back on progress against these priorities in the annual report for 2017/18.



13. Letters of appreciation

Your thanks

Every day we receive letters of thanks from people we have assisted and supported. They are from people in emergency situations requiring our help and from people we have given advice and support to during home visits, educational visits, events or other areas of our work. Here are a few of the many received this year:

From Mrs C, Cambridge

I was woken by all eight of my smoke alarms going off. I was at home alone with my daughter and we were very scared. Although I could not smell any smoke, I was frightened to think that there may have been a small fire.

The crew arrived promptly and checked for signs of fire. They also disconnected the problem smoke alarms and left us with four new ones to cover integral areas.

I would like to say a huge thanks for reassuring me and my daughter. They were professional and courteous at all times.

From Mayfield Seniors, Cambridge

Thank you so much for your excellent presentation. Our members were so grateful for all the information and found it both interesting and reassuring and I am sure your information will pass from neighbour to neighbour and make us a very fire-aware estate.

Thank you very much once again.

From Mr S, Cambridge

Thanks to Simon, Ross and all of the team for their quick response and brilliant service in attending the chimney fire at our house.

We are incredibly grateful!

From Mr and Mrs P, Caxton

Thank you so very much for coming out on Saturday evening when many of you were no doubt enjoying an evening at home.

Your professionalism was superb and a great assistance in ensuring this ancient house, built in 1590, remained intact.

Many, many thanks Thomas and your whole team including Jonathan whom we regularly see with the post.

From Ms M, Cambridge

Huge thanks for making my nephew's visit to Cambridge Fire Station so fantastically special.

It was more than we could have wished for and it seems as though every third sentence he has uttered since then has included "Jake", "fire engine" and "water"! He called his mother to tell her all about what he'd done and who he'd met and she said he was so happy that she felt touched.

Oscar has wanted to be a firefighter since he was very young. His special needs mean that he will not gain such a job but if that is the way you relate to and enthuse other young people, then I'm sure you are responsible for many of them pursuing the fire service as a career.

Thank you again, to Jake, Chloe and Miles for giving one young man a day which I'm sure he'll remember always (he has an excellent memory!).

From a resident via the Service website

I feel I must write to make you aware of a brilliant bit of community work by your crew at Linton Fire Station. A few weeks ago, while visiting relatives in Linton, we were walking past the station. We had four children with us and they spotted the fire engine being cleaned on the forecourt. I approached one of the firefighters and asked whether it would be possible for the children to watch them as they are all avid Fireman Sam fans. The response was one of which you should be very proud. They gave the children a wonderful experience, showing them the fire engine, chatting to them and giving them some mementos. This all happened in five minutes but will last them a long time. I am aware that your crew had just been out to a call nearby and were just finishing off. Even more credit to them after that. Please pass on my thanks to the crew at Linton.

From Mrs W, Cambridge

I want to say thank you to you and your crew for getting me out of my car following an accident on the A14.

I am so grateful to your team and the ambulance crew for your patience and efficiency in getting me out.

Luckily my back is not fractured and I've been given the all clear at the hospital. Just time and rest and I'll be back to fighting fit!

From Mrs H, Peterborough

Thank you so much for making our day so special.

It was great to spend the afternoon with you all, even if you had to go out a couple of times. It added to the excitement!

We were all very impressed with your station and the cleanliness and precision of all your equipment.

My granddaughter now wants to be a firefighter. I bet you didn't realise it was also a recruitment opportunity!

I shall be waving every time I see a fire engine in the hope it's one of you!

From a resident via the Service website

I recently took my car to be washed at Stanground Fire Station as they were raising money for charity. I had my nephew with me who has severe autism. He loves fire engines and the officers were lovely with him. They allowed him to see the engine and even put the lights on flashing for him. He had a wonderful time and still remembers now. I just wanted to say thank you as this was such a lovely thing to do for him. They had time for him and were very patient.

From Ms D, Fulbourn

My nine year old daughter visited Ely Fire Station with school and was absolutely full of beans about it all. She learnt so much and gave me a detailed brief on the safety/risk talks and tasks they did, and said she wanted to stay longer.

I was really impressed with the subjects covered and what the children did as well as the activity pack they brought home.



14. Tell us what you think

Your feedback

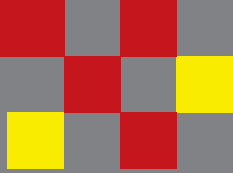
We would very much welcome any comments you may have about this document to help us improve the way we report back to you on what we have done and what we plan to do. We would be very grateful if you could take the time to provide us with any comments and send them to us. Alternatively you can share your thoughts via email at feedback@cambsfire.gov.uk, via our website www.cambsfire.gov.uk through the 'contact us' section, or post a message on our Facebook or Twitter pages.

If you require a response, please don't forget to include details of how we can contact you.

Thank you for your time.

Please write to:
Fire HQ
Hinchingsbrooke Cottage
Brampton Road
Huntingdon
PE29 2NA





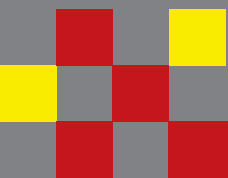
Cambridgeshire Fire & Rescue Service

Fire HQ,
Hinchingsbrooke Cottage,
Brampton Road,
Huntingdon PE29 2NA

www.cambsfire.gov.uk



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



Agenda Item No. 7

TO: Fire Authority

FROM: Assistant Chief Fire Officer

PRESENTING OFFICER: Group Commander Simon Newton

Telephone: **07766 954139**
simon.newton@cambsfire.gov.uk

DATE: 15th November 2017

Cambridgeshire Fire and Rescue Service Co-responding Update

1. Purpose

- 1.1 The purpose of this report is to update the Authority on the position for co-responding within Cambridgeshire Fire and Rescue Service (CFRS) following the cessation of the National Joint Council (NJC) Emergency Medical Response (EMR) Trials.

2. Recommendation

- 2.1 The Authority is asked to acknowledge the contents of this report, and agree to the next steps detailed in section 6.

3. Risk Assessment

- 3.1 **Economic** – Between May 2016 and 12 October 2017 the Co-responding Trial Project has cost CFRS circa £30,659; this figure includes all start up and on costs and has been funded through existing Service budgets. Co-responding has been run on a non-cost recovery model ensuring a zero cost for the East of England Ambulance Service Trust (EEAST). Although it is difficult to demonstrate a cost benefit analysis against our local trial, the report completed by Hertfordshire University¹ in 2017 for the national co-responding work stream shows co-responding activities can have significant potential for savings against the public purse.
- 3.2 **Political** – The NJC EMR trials under which CFRS had been conducting its co-responding work ceased on 18 September 2017. This means that CFRS co-responding is now outside of any NJC trial and reliant upon volunteers. It also places CFRS in a unique national position; the vast majority of Services have withdrawn their trial co-responding schemes as a result of the cessation of the national trials. Four Services within our region stopped co-responding on this date.

¹ Broadening Responsibilities: Consideration of the potential to broaden the role of uniformed fire service employees

3.3 **Social** – The benefits of co-responding to communities has been documented across the national trials in the Hertfordshire University report. Locally we have seen fire co-responders providing vital medical interventions before the arrival of the ambulance service increasing the chance of patient survival. The trial being undertaken by CFRS is limited to Red 1 “cardiac arrest” calls thus ensuring CFRS resources are responding to the most serious medical calls. As a result it has been identified that co-responding staff are being exposed to situations that may impact on their welfare. This has led us to introduce a number of support mechanisms including further training on bereavement management.

3.4 **Legal** - In 2006 Mr Justice Butterfield deemed co-responding to not form part of a Firefighter’s role map. Subsequent national negotiations led to the recent EMR trial co-ordinated by the National Joint Council (NJC). Now that trials have ceased the future direction of co-responding is uncertain and currently can only continue as a voluntary activity for Fire Service staff.

4. Equality Impact Assessment

4.1 The equality impact assessment undertaken for co-responding found no negative impact for staff and highlighted positive impacts for those suffering cardiac arrest many of whom are likely to be elderly.

5. Background

5.1 Co-responding refers to the use of professional organisations (including the Fire Service) to respond to clinical life threatening incidents in support of the Ambulance Service. Co-responding is recognised locally as an activity that would have potential value in the retention of On Call Firefighters whilst providing an essential lifesaving service to local communities. As such within our Integrated Risk Management Plan we have undertaken to work with stakeholders to understand how this could be further developed.

5.2 Co-responding was deemed as not being part of the Firefighter role map by Mr Justice Butterfield in a 2007 test case. Since that time co-responding has been delivered by Fire and Rescue Services at a local level, to locally negotiated conditions on a voluntary basis.

5.3 Broadening the role of Firefighters has been discussed at national and local levels for a number of years and as a result the NJC agreed a framework for delivering a number of work streams one of which was co-responding. CFRS aligned its co-responding plans with this framework to support the national trials and to enable easier collaboration with the regional partnership involving five other Fire and Rescue Services and EEAST.

5.4 On the 18 September 2017 following extensive negotiations the FBU withdrew its support for the national EMR trials. Officers met with all affected stakeholders as a result of this decision. From these discussions, it was clear that although the decision to withdraw from the trial, would impact our ability to deliver at one station, there was clear support and willingness from the other

two stations to continue to co-respond. This resulted in CFRS reviewing its co-responding arrangements resulting in stopping those activities at St Neots Fire Station whilst continuing at March and Ramsey Fire Stations.

- 5.5 National negotiations continue with regards to broadening the role of a Firefighter, with a national solution to this issue being preferred. As a result, CFRS has undertaken to not extend co-responding at this time to other stations. It is however prudent to consider options in the event that the national negotiations are unsuccessful.

6. Next Steps

- 6.1 It is therefore proposed that we continue to work with EEAST to ensure governance frameworks are appropriate to support our co-responding staff.
- 6.2 Further we are working with our co-responding staff to ensure they have the training and equipment to support their ongoing activities. An example of this is the CRUSE Bereavement training that is being delivered across those stations to support the welfare of crews in November and December.
- 6.3 The Co-responding Project Board is tasked with producing for Fire Authority an options appraisal paper that will determine the future of co-responding in Cambridgeshire in the event no national agreement is reached. In producing this we will seek to engage all stakeholders to ensure the options presented are fully considered and reflective of the wider risk management agenda.

Bibliography

Source Documents	Location	Contact Officer
Broadening Responsibilities: Consideration of the potential to broaden the role of uniformed fire service employees	https://www.fbu.org.uk/circular/2017/hoc0142mw/national-joint-council-broadening-responsibilities-report	Simon Newton 07766954139
CFRS Integrated Risk Management Plan	http://www.cambsfire.gov.uk/IRMP%20document%202.pdf	
CFRS Co-responding Performance Report	CFRS-#445007-Co-Responding Performance Report	
Co-responding Update Paper for Overview and Scrutiny Committee.	CFRS-#485610-Co-responding Overview and Scrutiny Committee Paper	

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: 15th November 2017

ESTATES RATIONALISATION

1. Purpose

- 1.1 To present the Fire Authority with an update on the property rationalisation and opportunities for joint review of this estate with the Police and Crime Commissioner (PCC) for Cambridgeshire.

2. Recommendations

- 2.1 The Committee is asked to note the report.

3. Risk Assessment

- 3.1 **Political** – the Police and Crime Bill stipulates a requirement to collaborate with other emergency services. The Service has embraced this requirement and is working with the Police and Crime Commissioner on a number of shared property projects.

4. Background

- 4.1 The Authority paused development of a new fire station site incorporating a central training facility and headquarters in Huntingdon. This pause has led to a review of potential options for relocating elements of the original proposal onto Police land.
- 4.2 In addition to this project a number of other shared schemes are being assessed and progressed, where viable. This paper will detail progress against specific schemes in this paper.

5. Huntingdon

- 5.1 The Service has worked with the Police to design a new training facility that will, subject to planning consent being received, be located on Police land at Monks Wood. The proposal takes all of the elements of the design previously agreed for St Johns in Huntingdon with the addition of hot fire training units that are currently located at Marshalls Airfield. In addition to the new training facilities that will be built on the site, a current police building will need

extensive refurbishment to ensure it meets our requirements. At this stage no cost estimates have been sought. When the Service receives an indication as to whether planning consent is likely, additional work will be undertaken to accurately predict the cost of the scheme.

- 5.2 In addition to the training facility, work continues to identify a suitable site for a new Huntingdon Fire Station. At this time, the option to relocate the station onto Police land adjacent to the Police Headquarters building is being assessed. If viable, this will allow the Service to investigate development options for its existing Fire Station site.

6. St Neots

- 6.1 Both services have significant sites in St Neots. The Police site is not effectively utilised owing to historic changes in its operational use. The current thinking is that the Police will relocate into the Fire Station however; any relocation will be subject to building modifications that will be financed through the sale of the Police site. At this time, an assessment of development potential for the Police land is being undertaken. Once this is known, a further proposal will be presented to both the Police and Crime Commissioner and the Fire Authority.

7. St Ives

- 7.1 The respective properties in St Ives are both significant sites with very little occupancy. At this time, development potential is being assessed for both sites to ascertain the most beneficial option. Alongside this piece of work, research is being undertaken into whether there is a suitable location to relocate the Fire Station.

8. Wisbech

- 8.1 The extension and changes to the Fire Station in Wisbech are about to be submitted to Fenland District Council for planning approval. The scheme will extend the current building to provide accommodation for the Police Service, whilst refurbishing parts of the Fire Station to enable joint use. In addition, a new training facility paid for by the Fire Authority is proposed. Once again, detailed costings will be produced for all elements of the build when planning consent is received.

9. General Sharing of Accommodation

- 9.1 The Service continues to accommodate partners across the estate. At present, the Ambulance Service shares sites at Cambridge, Wisbech, Whittlesey and Chatteris. In addition, the Police currently utilise Dogsthorpe, Linton and Ramsey. We are also investigating other fire service locations that maybe suitable to share.

10.0 Shared Service

10.1 As a Service, in conjunction with Cambridgeshire Police, an evaluation into the benefits of creating a shared property team is being investigated. Whilst this piece of work is undertaken, sharing of resources and skills across the services is happening. It is anticipated that further updates on progress will be provided to the respective bodies in December 2017 and February 2018.

BIBLIOGRAPHY

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

TO: Fire Authority

FROM: Deputy Chief Executive – Matthew Warren

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

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DATE: 15 November 2017

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – ANNUAL UPDATE

1. Purpose

- 1.1 To provide the Fire Authority with an updated strategic risk report, as at November 2017, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Fire Authority is asked to review and note the strategic risk report and the risk distribution.

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 The Fire Authority has delegated responsibility for the monitoring of strategic risk management to the Policy and Resources. It is the role of the Policy and Resources Committee is 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 paragraph 5.9 below. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The detail of all **High** and **Very High** risks is included below for the review of the Fire Authority.

5.3 The following two risks are scored as **Very 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 - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	16
Mitigation activities		Target completion		Owner	
1. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched. 2. A series of presentations given to staff to raise user awareness of threats. 3. Members Cyber Security Information Sharing Partnership to understand the current risks. 4. Liaising with Police cyber security specialists to raise our awareness. 5. Antivirus software is utilised across the Service. 6. Servers are patched and maintained at current levels to address new and emerging threats. 7. Access rights of users are controlled (set to minimum levels). 8. iLearn module on information security course mandatory for all staff to raise awareness. 9. Proven back-up solution to ensure that we can recover from ransom ware attacks. 10. On the back of the NHS cyber-attacks all servers have been patched and brought up to the latest editions of protective software. 11. Implementation of additional ICT security toolsets		1. Annually set date (not published to ensure test is realistic) 2 - Ongoing 3 - Complete 4 - Complete 5 - Complete 6 - Ongoing 7 - Ongoing 8 - Complete 9 - Complete 10. Complete 11. Complete		1-11. John Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our mitigation actions through regular penetration testing. Mitigations 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 – 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.	Jon Anderson	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Safe and Well visits are part of routine watch activity supported by the community safety team. 2. Working with partners to identify and protect vulnerable people. 3. Purchasing portable misting systems to be implemented in people's homes. 4. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.		1. Ongoing 2. Ongoing 3. Complete 4. December 2017		1-4. Kevin Napier	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis.					

5.4 The ICT shared service and the introduction of the General Data Protection Regulations (GDPR) trigger two **Very High** event driven risks with a status of live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the Services' currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.	John Fagg	Financial	25	10
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Setting up an information governance board to provide leadership and direction to the future activities and controls for the Service. 2. Audit of data that the organisation is holding and the uses of that data. 3. Information gathering and gaining knowledge on the GDPR and how other organisations are preparing. 4. Information and knowledge sharing with Chief Officers Group and other managers within the Service. 5. Project initiated to manage the gap analysis and compliance work required. 6. Practitioner training in GDPR is being undertaken by three staff. 		<ol style="list-style-type: none"> 1. October 2017 2. December 2017 3. December 2017 4. September 2017 5. Completed 6. Completed 		1-6. John Fagg	
Comments					
Following the Practitioner training in June 2017, the target dates have been updated to reflect planned project activities.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R091	There is a risk that due to 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.	Matthew Warren	Finance	20	12
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. ICT Shared Service Board to monitor and work to resolve issues. 2. Review the existing shared service structure to check it has capacity to meet the requirements. 3. Implement new technologies to reduce the system maintenance overheads. 4. Review of ICT shared service structure. 		<ol style="list-style-type: none"> 1. Ongoing 2. Complete 3. Ongoing 4. December 2017 		1. Matthew Warren 2-4. John Fagg	
Comments					
This risk has been increased from High to Very High. Work is ongoing within the shared service to reduce the probability of this risk being realised. The team structure has been reviewed and recommendations made to the ICT Shared Services Board; agreement is still awaited.					

5.5 The Emergency Services Mobile Communication (ESMCP) Project triggers three **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 is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	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. Matthew Warren	
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 it has been agreed that this risk has been realised and should be regarded as an issue.					

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 the Services other priorities being impacted.	Matthew Warren	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. John Barlow and Matthew Warren 2. Matthew Warren	
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 it has been agreed that this risk has been realised and should be regarded as an issue.					

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 CFRS 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.	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. 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 2. Ongoing 3. Ongoing		1. John Barlow and Matthew Warren 2. Matthew Warren 3. Tamsin Mirfin and Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We have been advised that there will be no transition activities during 2018, a new schedule will be advised in Quarter 4 2017. Engagement and monitoring of the situation is ongoing.					

5.6. The Mobilising Solution Upgrade Project triggers two **Very High** event driven risks with a status of live; one of which has been realised and is now an issue.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R133	There is a risk that if the mobilising solution does not achieve the Code of Connection for Emergency Services Network and Airwave leading to the potential for our mobilising system and the potential replacement no longer being fit for purpose for the mobilisation of assets.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Penetration test being undertaken on the NX system to ensure it is compliant with Emergency Services Network and Airwave networks. 2. Work is continuing with the supplier to attempt to ensure that 4i is compliant with the Emergency Services Network and Airwave requirements.		1. September 2017 2. December 2017		1. John Barlow 2. John Barlow and John Fagg	
Comments					
No change; risk will be updated after the penetration test scheduled for 18/19 September 2017.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R134	There is a risk that if the mobilising solution does not achieve the Code of Connection for Emergency Services Network and Airwave leading to the requirement for us to incur significant unexpected expenditure.	Matthew Warren	Finance	20	20
Mitigation activities		Target completion		Owner	
1. Penetration test being undertaken on the NX system to ensure it is compliant with Emergency Services Network and Airwave networks. 2. Work is continuing with the supplier to attempt to ensure that 4i is compliant with the Emergency Services Network and Airwave requirements.		1. September 2017 2. December 2017		1. John Barlow 2. John Barlow and John Fagg	
Comments					
This is a high risk and we will understand more of the impacts of this post the penetration testing in September 2017.					

5.7. The following thirteen 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 - R010	There is a risk that due to a potential lack of controls around the application of legislations for example, Health and Safety/ Asbestos exposure/Legionella, which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	16	4
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three yearly cycle by external specialist auditors; due again in April 2017. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6. December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. Work is in progress to implement an action plan to improve the Health and safety controls and therefore 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.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Streamline and improve the recruitment process through STEP. 2. Improving attractiveness of roles through use of more flexible employment terms. 3. On-Call review project to look at the Service as a whole. 4. Negotiations with the Union regarding the rescue vehicle crewing.		1. Complete 2. Complete 3. April 2018 4. Complete		1. Tamsin Mirfin 2. Chief Officers Group 3. Rick Hylton 4. Jon Anderson	
Comments					
Work on the mitigation activities is progressing. Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R112	There is a risk that with On-Call availability declining our availability is not aligned to incident call demand meaning during the day time we do not have sufficient On-Call fire cover.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Negotiations with the Union regarding the rescue vehicle crewing. 2. On-Call review to consider different approaches to crewing and appliances/equipment.		1. Complete 2. April 2019		1. Jon Anderson 2. Gary Mitchley	
Comments					
Work is ongoing with the mitigations and Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R074	There is a risk that with reducing calls the Service needs to be assured of the competencies of the On-Call staff, there is a risk of health and safety incidents occurring.	Rick Hylton	Health and Safety	15	10
Mitigation activities		Target completion		Owner	
1. Ongoing On-Call Review Project 1a. Review skills set and assess where skill sets may need to be increased. 1b. Review alternative models for the provision of On-Call, consider if the Tactical delivery Group may be able to provide support. 1c. Review of equipment used on On-Call appliances. 1d. Review the types of appliance used by the On-Call. 1e. Investigate the option of On-Call Tactical Delivery Group. 1f. Review secondary contracts for wholetime. 2. Implement recommendations from the On-Call Review Project. 3. Increasing support to On-Call staff from wholetime staff. 4. Ongoing programme of station inspections which provide a view of competences and then there is an accompanying support to bring up competencies where required. 5. Co-responding project to encourage retention.		1a-f. Ongoing 2. April 2019 3. Complete 4. Ongoing 5. Ongoing		1. Rick Hylton and Gary Mitchley 2. Rick Hylton 3. Ryan Stacey 4. Maurice Moore 5. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Business continuity plans in place for critical areas. 2. Pre planning for Pandemics/Flu - Influenza management team set up and in place. 3. British Standard achieved. 4. ICT shared services established to share skills with other authorities. Structure now in place. 5. The workforce development strategy is developed and maintained by the Development Steering Group. 6. Consider the creation of a local authority controlled company which will incorporate shared services and provide resilience, subject to Authority approval. 7. Put in place succession plan under the management of Development Steering Group. 8. Review of organisational structure after a year of operation. 9. Look to the wider partners for collaboration opportunities in particular the Police with a view to sharing support services where possible - property first. 10. Ensure that key documentation is maintained and kept within the document management system. 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. December 2017 7. December 2017 8. December 2017 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete		1-3. Chris Parker 4. Matthew Warren 5. Sam Smith 6. Matthew Warren 7-9. Chief Officers Group 10-11. Heads of Group 12. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. The action plan has been shared and progress will be reviewed in Quarter 3; this is also referenced in the upcoming update on progress against the Integrated Risk Management Plan action plan. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform Members of potential delay. 3. Consider programme control to further enhance the use of forward planning to minimise resource clashes. 4. Integrated Risk Management Plan in place to look at plans across the organisations to ensure activities are effectively prioritised. 5. Programme Board applying scrutiny to forward plans to test realism of ambitions.		1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Six weekly		1. Chief Officers Advisory Group 2. Tamsin Mirfin 3-4. Chris Strickland 5. Tamsin Mirfin	
Comments					

This risk had increased over the past 12 months due to a number of personnel changes. The mitigation actions have been refreshed to reduce the risk back down again. Heads of Group are engaged in ongoing resourcing discussions to understand potential areas of impact. The existing programme and project board governance structure provides six weekly monitoring of this risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Maurice Moore	Health and Safety	12	9
Mitigation activities		Target completion		Owner	
1. No notice exercises to test skills. 2. Station inspections to review skills, training and operations. 3. Enhanced training - training days under review as part of implementation of wholetime shift system project. 4. Wholetime supporting On-Call in training activities. 5. Operational assurance plan and strategy in place.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete		1. John Sherrington 2. Dave Lynch 3. John Sherrington 4. Ryan Stacey 5. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Maurice Moore; enhanced training action updated and it was noted that the need to monitor this risk has increased due to turnover of operational staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R127	There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities.	Chris Strickland	Programme	12	9
Mitigation activities		Target completion		Owner	
1. Establish a forum to look at the potential for it to happen - some focus to be given to support staff - how do we replace the skillsets before the skillsets leave? 2. Consider if this should be factored in to the collaboration plans with the Police to see where resilience can be gained. 3. Keeping a close eye on people's plans as any advanced warnings will help. 4. Where appropriate contract notice periods for posts were extended to 3 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete		1. Matthew Warren 2. Rick Hylton 3. Heads of Group 4. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

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, although there is no evidence to suggest that the increased population would present increased risk to the county, it does increase 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.	Jon Anderson	Programme	12	12
Mitigation activities		Target completion		Owner	
1. Risk based inspection programme in place. 2. Working with local authorities to raise awareness of the proposed developments throughout the county. 3. Utilising operational crews to increase capacity with visits to business premises.		1. Ongoing 2. Ongoing 3. Ongoing		1-3. Brennan Morgan	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R009	There is a risk that there may be a lack of awareness of legislations for example, Health and Safety/Asbestos exposure/Legionella which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	6
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three yearly cycle by external specialist auditors, due again in April 2017. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6 December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is in progress to implement an action plan to improve the health and safety controls and awareness, to therefore reduce the risk.					

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 for example, 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.	Rick Hylton	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Employment of specialists to provide advice and guidance in health and safety. 2. Training and assessments of competency levels available via iLearn - further work required to develop these. 3. Information is being disseminated to stations in the same place at each station. 4. Raising awareness through health and safety representatives. 5. Station visits to raise awareness. 6. Look to see if national standard operating procedures can be utilised in Cambridgeshire (South East Ways of Working) . 7. Incident monitoring to review health and safety. 8. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. 9. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct. 10. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review. 		<ol style="list-style-type: none"> 1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete 10. December 2019 		<ol style="list-style-type: none"> 1. Callum Faint 2-4. Health and Safety team 5-6. Operational Support Group 7-8. Health and Safety team 9. Tamsin Mirfin 10. Callum Faint 	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R114	There is a risk that we do not have the capacity to conduct risk visits to non-domestic premises meaning that we have a large proportion of premises to which we do not understand the risk profile.	Jon Anderson	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Officer embedded within the training team to ensure that we have trained staff available to conduct the risk visits. 2. A team of dedicated Officers to manage and to audit premises. 3. Firefighters are trained to conduct business engagement visits. 4. Succession planning being conducted to ensure continuity of service capability. 		<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. March 2018 		<ol style="list-style-type: none"> 1-4. Brennan Morgan 	
Comments					

Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R132	There is a risk that should there be a major incident the priority would divert resources from the rest of the business and mean that there may be longer recovery times for the organisation post the major incident.	Chris Strickland	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Ensure that the Deputy Chief Executive role is contracted to be on permanent recall to duty. 2. Pursue fall back arrangements with Suffolk. 3. Review scheme of delegations to ensure Area Commander level leaders have appropriate delegated authorities.		1-3. December 2017		1. Chris Strickland 2-3. Rick Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

5.8 The following eight **High** risks are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Team established to review National Operational Guidance documents as they are released to determine required actions. 2. Audit completed by the National Operational Assurance Group. 3. Taking part in the regional collaboration group looking at National Operational Guidance. 4. Internal Operational Assurance plan and strategy in place to sample performance against National Operational Guidance. 5. Exercise schedule to test National Operational Guidance. 6. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing 6. December 2019		1-6. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Operation Support Group, health and safety and training now co-located to ensure policy is influenced by National Operational Guidance, risk assessed and delivered to the organisation.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R072	There is a risk that due to the investment required to upgrade and enhance the ICT infrastructure there may be an insufficient capacity in the team to deliver the work required.	Matthew Warren	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Ensure that we have a proper roll out plan for the implementation of technologies. 2. Ensure that appropriate testing is in place before roll out. 3. Robust evaluation of the way forward and senior management engagement in decision making to ensure it is business focussed. 4. Effective communication planning. 5. Consider programme plans and impacts on these to consider scheduling. 6. Outsource critical works. 7. Increase server team by two additional staff to ease bottle neck. 8. Project Manager in place and ensuring that appropriate project governance and planning is in place.		1. January 2018 2. All ICT projects 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Complete 8. Complete 9. December 2017		1-6. John Fagg	
Comments					
A programme of required work is in place and an ICT Project Manager has been appointed to assist in the delivery of the mitigation actions and liaison with the wider Service. The level of work planned is understood, now work is ongoing to prioritise this effectively across the shared service. An Infrastructure Manager has been appointed; start date 1 November 2017.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R121	There is a risk that the inspectorate process is an unknown that we need to prepare for, if we are unprepared we could not give a fair representation of ourselves leading to reputational damage and unnecessary resources being expended to fix the damage.	Chris Strickland	Reputation	15	10
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the Police. 2. Commit appropriate resources to understand the Police process. 3. Take part in a Police Internal mini Police Effectiveness, Efficiency and Legitimacy Programme review. 4. Work with the Police to undertake a mini Police Effectiveness, Efficiency and Legitimacy Programme review at CFRS. 5. Volunteer to take part in the formation work for the Police Effectiveness, Efficiency and Legitimacy Programme. 6. Put in place communication strategy to raise awareness with the wider organisation. 7. Put in place virtual team to facilitate inspectorate process once initiated.		1. Complete 2. Ongoing 3. Complete 4. Complete 5. March 2018 6-7. September 2017		1-4. Tamsin Mirfin 5. Chris Strickland 6. Tamsin Mirfin and Hayley Douglas 7. Tamsin Mirfin	
Comments					

This risk has reduced over the last six months with the work that we have been conducting to understand the Police Inspectorate process. The mitigation actions are now moving towards preparing the organisation for an inspection process. We may see this risk reducing further over the next six months. Further information is expected to be released during October 2017; this will be evaluated and monitored.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R100	There is a risk that the ICT shared services Bedfordshire FRS and CFRS two employers causing friction between members of staff leading to a loss of productivity and staff directly affecting the ability of ICT shared service to deliver/meet the needs.	John Fagg	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Continued negotiations with Bedfordshire to attempt to find a resolution. 2. Re-evaluation of posts to ensure that they are reflective of the role and pay is appropriate. 3. Independent review of pay conducted. 4. Review of structure of shared services in progress; including terms and conditions.		1. Ongoing 2. Ongoing 3. Complete 4. April 2018		1-4. John Fagg	
Comments					
This risk is live; the negotiations are ongoing with Bedfordshire to seek an effective resolution.					

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.	Matthew Warren	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Robust finance planning integrated into business planning. 2. Efficiency planning / targets. 3. Programme management. 4. Budget holder training - buddy system, budget holders' support. 5. CFRS seeking independent assessments through the operational assurance, peer assessment and also working with the Audit Commission. 6. Continue comprehensive spending review work for 2018/19 years savings. 7. Reserves could be utilised in specific circumstances.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. September 2017 7. Ongoing		1. Matthew Warren 2. Budget holders 3. Tamsin Mirfin 4. Matthew Warren 5. Rick Hylton 6. Callum Faint 7. Matthew Warren	
Comments					
Risk reviewed and probability increased due to increased pay award.					

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.	Rick Hylton	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and Chief Officers Advisory Group. 2. Integrated Risk Management Plan Group owned work stream to communicate and plan activities to address risk.		1. Complete 2-5. January 2018 6. Ongoing		1. Callum Faint 2. Integrated Risk Management Plan Group	

3. Talent management work stream in place. 4. Review of assessment process. 5. Review of development plans. 6. Staff engagement.		3. Tamsin Mirfin 4. Sam Smith 5. Callum Faint 6. Hayley Douglas
Comments		
This is a new risk; work is ongoing.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing firefighter injury, death and legal / financial implications.	Chris Strickland	Health and Safety	15	15
Mitigation activities		Target completion		Owner	
1. Ensure acquisition of competence for new and existing staff is given high priority. 2. Ensure a system of monitoring competence and identifying and addressing weaknesses is established (i.e. no notice exercises, station inspections). 3. Ensure the new system of record for competence (TRaCS) is delivered to the required specification and within timescales. 4. Ensure appropriate resource is provided to support local and national training. 5. Put in place risk assurance review to identify any areas for improvement.		1. Ongoing 2. Ongoing 3. November 2018 4. Ongoing 5. December 2017		1. Chris Strickland 2. Callum Faint 3. Brennan Morgan 4. Callum Faint 5. Tamsin Mirfin	
Comments					
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that should our relationship with our key system suppliers deteriorate they may no longer be willing to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Look for an alternative means to support the systems. 2. Develop a contingency plan for key systems should the systems fail in their entirety.		1-2. 30 October 2017		1-2. Callum Faint	
Comments					
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

5.9 Distribution of all risks across the scoring matrix;

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R114 - Capacity to deliver risk visits to non domestic premises	R074 - Assurance of On-call skills R121 - Inspectorate processes R140 - Operational Competency levels R141 - Key system support	R093 - ESMCP sustainability (Issue)	R094 - Cyber attacks R130 - Unknown impacts of the GDPR
	High	4	R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R046 - Skill sets to deliver Programme R069 - Mis- mobilisation of SFRS R108 - Secure email R119 - Increase in RTCs R115 Fire Safety Requirements and PFI buildings R135 - Grenfell Tower Response - service delivery R136 - Grenfell Tower Response - reputation	R118 - Growth in the County R100 - ICT Shared Service terms and conditions R132 - Major incident impacts normal service delivery	R010 - Lack of Controls around H&S Legislation R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand R137 - Succession planning - Leadership & Management Skills	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP P091 - ICT Shared Service Joint administration R117 - Aging population R133 - Mobilising system not ESN compliant service delivery R134 - Mobilising system not ESN compliant - financial impact (Issue)
	Medium	3	R013 - Do not articulate clear plans for long term vision R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation. R071 - Service cuts impact on direction R088 - Horizon scanning for Government initiatives	R033 - Media speculation causes unease R111 - Changing profile of the wholetime Service R087 - Organisational resource control R116 - Support to Peterborough City hospital	R007 - Insufficient funding for the new demands of Government R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans	R001 - Reliance on key staff to deliver the core Service R113 - Declining incidents impact to competence R127 - Succession planning R032 - Lack of resources make goals unachievable	R008 - Insufficient funding for the current Service
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies R089 - Organisational restructure R139 - Workforce Development Capacity	R068 - Changes in the Fire Authority	R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register November 2017	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambshire.gov.uk

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Democratic Services Officer – Dawn Cave

Telephone 01223 699178
dawn.cave@cambridgeshire.gov.uk

DATE: 15 November 2017

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES

1. PURPOSE

- 1.1 At the Fire Authority meeting on 15th June 2017, appointments were made to Committees, outside organisations and other bodies. The full schedule is attached at **Appendix 1** to this report.

2. REASONS FOR UPDATING THE SCHEDULE

- 2.1 At the June meeting, a number of vacancies were left unfilled. These were mainly substitutes of the smaller Committees that seldom meet. However, not only is it good practice to ensure all vacancies are filled, but as recent experience has shown, not doing so can lead to difficulties if there are no substitutes appointed and there are issues with the availability of some of the main Committee Members.
- 2.2 Prior to the meeting on 15th November, this list has been circulated to Fire Authority Group Leaders, and they have been asked to fill vacancies, as appropriate. This is also an opportunity for Groups to make any changes to membership. An updated schedule will be tabled at the meeting on 15th November.

2. RECOMMENDATIONS

- 2.1 The Authority is asked to agree the updated schedule appointments, as tabled at the meeting.

3. RISK ASSESSMENT

- 3.1 **Political** – It is important, where possible, to fill vacancies to ensure the effective operation of the Fire Authority’s democratic process.

BIBLIOGRAPHY

Source Documents	Location	Contact
Schedule of appointments approved at the Fire Authority meeting on 15/06/17	Appendix 1 to this report	Dawn Cave 01223 699178 Dawn.cave@cambridgeshire.gov.uk

APPENDIX 1**APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES
POLICY & RESOURCES COMMITTEE (9 members)**

KEVIN REYNOLDS	C
JOHN PEACH	C
SIMON BYWATER	C
TERRY ROGERS	C
MANDY SMITH	C
LUCY NETHSINGHA	LD
DONALD ADEY	LD
MOHAMMED JAMIL	L
DEREK GILES	IND

OVERVIEW AND SCRUTINY COMMITTEE**(8 members not to be appointed to the Policy and Resources Committee)**

IAN GARDENER	C
MAC MCGUIRE	C
PAUL RAYNES	C
DAVID OVER	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
JOHN PEACH	C
MAC MCGUIRE	C
DAVID OVER	C
LUCY NETHSINGHA	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

TERRY ROGERS	C	
JOHN PEACH	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
LUCY NETHSINGHA	LD	Substitute

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

DAVID OVER	C	
JOHN GOWING	C	
DONALD ADEY	LD	
	C	Substitute
LUCY NETHSINGHA	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

PAUL RAYNES	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
IAN GARDENER	C	
LUCY NETHSINGHA	LD	
	C	Substitute
DONALD ADEY	LD	Substitute

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

Fire Authority Members (7)	
LUCY NETHSINGHA	LD

DONALD ADEY	LD
KEVIN REYNOLDS	C
JOHN PEACH	C
IAN GARDENER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

LOCAL STRATEGIC PARTNERSHIPS

[Not subject to proportionality]

Greater Peterborough Partnership	Vice-Chairman	
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COMBINED AUTHORITY

Combined Authority	Chairman	
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CRIME AND DISORDER REDUCTION PARTNERSHIPS/ COMMUNITY SAFETY PARTNERSHIPS

[Not subject to proportionality]

Cambridge City	LUCY NETHSINGHA	LD
East Cambridgeshire		C
Fenland		C
Huntingdonshire	TERRY ROGERS	C
South Cambridgeshire	MANDY SMITH	C

MEMBER CHAMPIONS/LEAD MEMBERS

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH
Health and Safety	SIMON BYWATER

LOCAL GOVERNMENT ASSOCIATION

KEVIN REYNOLDS		C
JOHN PEACH		C
DONALD ADEY		LD

LOCAL GOVERNMENT ASSOCIATION FIRE SERVICES FORUM

		C
--	--	---

EAST OF ENGLAND FIRE FORUM (1 MEMBER)

	C
Substitute JOHN PEACH	C

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Democratic Services Officer – Dawn Cave

Telephone 01223 699178
dawn.cave@cambridgeshire.gov.uk

DATE: 15 November 2017

DATES OF FIRE AUTHORITY MEETINGS 2018-19

1. PURPOSE

- 1.1 To consider the scheduling and co-ordination of dates of meetings of the Authority and its Committees.

2. RECOMMENDATIONS

- 2.1 The Authority is asked to agree the schedule of meetings for 2018/19.

3. RISK ASSESSMENT

- 3.1 **Political** – It is important to agree the schedule of meetings for 2017/18 in advance to ensure the effective operation of the Fire Authority's democratic process.

4. SCHEDULE OF MEETINGS

- 4.1 A schedule of meetings for 2018/19 is attached at **Appendix A**. The schedule has been prepared taking into account future key meetings proposed for Cambridgeshire County Council and, where available, Peterborough City Council. School holidays, including half term dates, have also been avoided where possible.
- 4.2 The schedule includes the 2017/18 dates, including additional and date changes made during the year.

CALENDAR OF MEETINGS 2017/18

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Member Away Day	2.00pm	12/07/17			15/11/17				28/03/18			
Overview & Scrutiny	2.00pm	20/07/17		12/10/17			11/01/18		29/03/18			
Policy & Resources	10.30am		28/09/17			14/12/17	25/01/18			12/04/18		28/06/18
FIRE AUTHORITY Seminar	2.00pm (10:00am)	12/07/17			15/11/17			08/02/18				21/06/18
Performance Review	10.30am	06/07/16		03/10/17		05/12/17			06/03/18			26/06/18
Appeals			07/09/17		16/11/17		19/01/18		15/03/18			28/06/18
Joint Consultative Committee	10.00am	20/07/17	07/09/17		30/11/17		09/01/18		29/03/18			05/06/18

CALENDAR OF MEETINGS 2018/19

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Member Away Day	2.00pm											
Overview & Scrutiny	2.00pm	19/07/18		11/10/18			10/01/19		28/03/19			
Policy & Resources	10.30am		25/09/18			18/12/18	29/01/19			23/04/19		27/06/19
FIRE AUTHORITY Seminar	2.00pm (10:00am)				01/11/18			07/02/19				20/06/19
Performance Review	10.30am	05/07/18		02/10/18		04/12/18			05/03/19			25/06/19
Appeals			06/09/18		20/11/18		18/01/18		14/03/19			27/06/19
Joint Consultative Committee	10.00am	19/07/18	06/09/18		29/11/18		08/01/18		28/03/19			04/06/19

