

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 15 July 2021

14:00hr

AGENDA

Open to Public and Press by appointment

- 1. Appointment of Chair**
- verbal item
- 2. Election of Vice Chair**
- verbal item
- 3. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 4. Minutes of the Policy and Resources Committee held 25th March 2021** **3 - 6**
- 5. Policy & Resources Committee Action Log** **7 - 8**
- 6. Minutes of the Overview & Scrutiny Committee meeting held 7th January 2021** **9 - 16**
- 7. Revenue and Capital Budget Monitoring Report** **17 - 22**
- 8. Annual Treasury Management Review 2020-21** **23 - 32**
- 9. Strategic Risk and Opportunity Management Register – Monitoring Report** **33 - 46**

The Fire Authority Policy and Resources Committee comprises the following members:

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

COVID-19

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

Councillor Mohammed Jamil and Councillor David Over Councillor Simon Bywater Councillor Bryony Goodliffe Councillor Peter McDonald Councillor Edna Murphy Councillor Kevin Reynolds Councillor Philippa Slatter and Councillor Mandy Smith

Clerk Name:	Dawn Cave
Clerk Telephone:	01223 699178
Clerk Email:	dawn.cave@cambridgeshire.gov.uk

Cambridgeshire and Peterborough Fire Authority Policy and Resources Committee: Minutes

Date: 25 March 2021
Time: 2.00pm – 2.38pm
Place: Virtual Meeting
Present: Councillors: B Ashwood, S Bywater, D Giles, W Hunt, M Jamil, K Reynolds (Chairman), M Shellens and M Smith
Officers: Jon Anderson, Tamar Oviatt-Ham, Chris Strickland, Deb Thompson, and Matthew Warren.

160. Apologies for absence

Apologies received from Councillor David Over.

161. Declarations of Interest

No declarations of interest were made.

162. Policy and Resources Committee minutes – 17 December 2020

The minutes of the meeting held on 17 December 2020 were confirmed as a correct record and would be signed by the Chairman on the return to the office.

163. Action Log

Verbal updates were given to on the following actions;

- Action 156 Fire Authority Programme Management - Monitoring Report:
 - Training Centre review - Shift system review completed and negotiations were taking place around the shift change.
 - Incident Command Unit - Options for an upgrade were still being developed

The Action Log was noted.

164. Overview and Scrutiny Committee minutes – 7 January 2021

It was resolved to note the minutes of the Overview and Scrutiny Committee meeting held on 17 January 2021.

165. Relocation of Huntingdon Fire Station and Training Centre

The Committee received a report that provided an update on the relocation of the current fire station and training centre site based in Huntingdon to a new site at St Johns Business Park, also in Huntingdon. The report also sought to gain approval to proceed with and fund specific options for the site that had materialised through the planning process and the development of detailed plans for the training centre.

Introducing the report, the Deputy Chief Executive Officer explained that some revised figures for the project has been circulated and published ahead of the meeting, and that, if approved, they would form the final contract figures. He explained that he did not envisage any further changes to figures, however if there were changes, he would come back to Committee for approval.

Members noted the following points from the report:

- The drainage costs for the site had increased by £350,000 over that originally estimated to ensure planning conditions were met. The additional conditions relate to storage tank that are required to regulate the water flow off the site into the main drains in Huntingdon.
- A further cost of £20,000 for noise repression for the standby generator was required.
- A commercial sprinkler system was advised for the site at a cost of £160k.
- Additional functionality in the training centre was advised with additional gas burners to create flash overs in order that scenarios could be as life like as possible.
- An archaeological survey and dig had been undertaken and artefacts of local significance had been recovered. Officers were seeking advice from Huntingdonshire District Council on the next steps but aimed to keep the costs to an absolute minimum.

Arising from the report:

- Members questioned whether there would be an annual maintenance costs for the drainage tanks. The Deputy Chief Executive Officer explained that in the short term there would be no maintenance costs . A Member commented that the tanks may need to be de-sludged at some point. Officers confirmed that desludging would take place as part of ongoing maintenance.
- Members agreed that the commercial sprinkler system was a necessity and that it was important to lead by example for new fire service developments
- A Member queried whether the payback of between 5-9 years on the additional solar panels could be more specific. The Deputy Chief Executive Officer explained that the payback was dependant on how much electricity was used at source. He agreed to refer back to the Energy Consultant for further detail. **Action– DCE**
- A Member sought assurances that the consultants being used for the project were value for money. The Deputy Chief Executive Officer stated that the authority aimed to keep the use of consultants to a minimum. He explained that he had regular meetings with the consultants, Artisan Developments, and that the project was also being supported internally by the authority's project governance structure. He clarified that the project was open book and all documentation was available to view.
- A Member queried if there was contingency built into the budget. The Deputy Chief Executive Officer clarified that a contingency had been built in and that he would provide the Committee with the figure and make this clear in any future reporting. **Action MW**
- A Member commented that no corners should be cut and that they fully agreed with the figures for the additional functionality and sprinkler system.
- A Member commented that they looked forward to the project coming into fruition but queried why the costs for the sprinkler system and archaeology were being brought at a late stage. The Deputy Chief Executive Officer commented that additional costs were added at a later stage due to recommendations from the surveyor in relation to requiring a commercial grade sprinkler system due to the size of the building.
- The Chairman commented that it was important to future proof the training centre. The Deputy Chief Executive gave assurances that the design would allow for the use of various appliances in the future including Turn Table Ladders.

- He stated that if the authority had been able to proceed with the project four years ago then the cost for the project would have been much less. He commented that the project was well overdue.

In bringing the debate to a close the Chairman requested that an additional recommendation be added to note the late additional costs in relation to the archaeological survey and findings.

It was resolved unanimously to:

- a) approve the proposal to invest in additional training equipment and renewable energy, noting the assumed payback period for both;
- b) approve the additional cost for drainage on the site associated with the planning consent;
- c) approve the investment in a commercial sprinkler system;
- d) approve the revised plans as attached;
- e) approve the revised budget and funding proposal for the additional cost items.
- f) Note the update of historical artefacts on the site with the possible implications in relation to the budget.

166. Policy & Resources Committee Work Programme

It was unanimously resolved:

To note the Work Programme

The Chairman thanked all Members of the Committee and officers for their input and diligence over the last four years. Members thanked the Chairman for his excellent chairmanship and cross party working.

Chair

Fire Authority
Policy & Resources
Committee

Minutes - Action Log

This is the updated action log as at 6 July 2021 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

Minutes from the March 2021 Committee					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
165.	Relocation of Huntingdon Fire Station and Training Centre	DCEO	A Member queried whether the payback of between 5-9 years on the additional solar panels could be more specific. The Deputy Chief Executive Officer explained that the payback was dependant on how much electricity was used at source. He agreed to refer back to the Energy Consultant for further detail.	Meeting scheduled for 7 July 2021; verbal update will be given at Committee meeting.	
		DCEO	A Member queried if there was contingency built into the budget. The Deputy Chief Executive Officer clarified that a contingency had been built in and that he would provide the Committee with the figure and make this clear in any future reporting.		Completed

Fire Authority Overview and Scrutiny Committee: minutes

Date: Thursday 7 January 2021

Time: 2.00 pm – 3.10pm

Venue: Virtual Meeting

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

Peterborough City Councillor A Bond

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

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

98. Apologies for Absence

There were no apologies for absence.

99. Declarations of Interest

None.

100. Minutes – 1st October 2020

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

101. Action Log

The Action Log was noted.

102. Integrated Risk Management Plan Performance Measures

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

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

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

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

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

During discussion Members raised the following points:

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

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

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

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

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

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

The following points were noted:

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

Commenting on the report:

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

meant that auditors dealing with the public sector were under a lot of pressure in a short period of time;

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

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

104. Cambridgeshire and Peterborough Fire Authority – Annual Audit Letter

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

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

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

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

Action: DCEO.

During the course of discussion, Members:

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

It was resolved unanimously to:

Note the Annual Audit Letter.

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

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

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

Arising from the report:

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

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

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

It was resolved unanimously to:

note the report .

106. Key Financial Controls

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

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

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

It was resolved unanimously to note the report.

107. Internal Audit Progress Report January 2021

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

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

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

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

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

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

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

It was resolved to approve the Terms of Reference.

109. Member-led Review of Approach to Recruitment

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

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

It was resolved to note the update.

110. Overview and Scrutiny Work Programme

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

It was resolved to note the work programme.

Chairman

To: Policy and Resources Committee

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

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren

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Date: 15 July 2021

Revenue and Capital Budget Monitoring Report 2021-22

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on revenue and capital spending as at 30 June 2021.

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2021/22 was approved at the Fire Authority meeting held in February 2021. The total budget was set at £30.682m with a total precept of £21.4m. The proposed budget did not include any pay award inflation in accordance with Government guidance at the time of preparation. The impact of a 1% pay award on the budget is a pressure of £250k.
- 4.2 At its meeting in June 2021 the Authority approved a revenue carry forward of £1.411m. The carry forward included grant income of £0.354m. The revised revenue budget for the 2021/22 financial year is therefore £32.09m. The carry forwards are yet to be applied to the budget.
- 4.3 A budgetary control summary showing the main variations to the end of June 2021 is attached at Appendix 1. The carry forwards highlighted in Paragraph 4.2 above have been incorporated into the current year budgets.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters is showing an overspend at present. In addition to this overspend, a pay award has been agreed with the Fire Brigades Union

(FBU) of 1.5%. This will be applied in July 2021 and will add further pressure. The budget is being closely monitored and this trend of overspending is expected to level off as we move through the financial year. The spend to date includes expenditure on overtime that relates to operational training on the new turntable ladders which are now operational. The Service will need to manage future recruitment to ensure control is exercised over this budget whilst maintaining crewing levels at an appropriate level. In the short-term, the remaining operational reserve will be used this financial year to fund the overspend.

- 5.2 The budgets for other employee groups are balanced to the end of the first quarter of the financial year. However it is worth highlighting that the budget, as shown, does not include any allowance for a pay award. It is forecast that a pay award will now be paid that is contrary to the original Government advice given in the autumn of 2020.
- 5.3 The premises budget is currently underspent by £155k. The business rates for the Service have been subject to a full review and have been reduced as a result. The on-going savings will be £50k per annum, with the Service due a significant retrospective refund. Energy costs and insurance premiums will be incurred throughout the financial year, so these underspends will reduce.
- 5.4 The significant underspend relates to vehicle insurance which will be incurred later in the financial year.
- 5.5 The supplies and services budget is showing an underspend. This is owing to the expenditure against specific ICT contracts that tend to be incurred later in the financial year. This underspend will reduce but will be monitored closely.
- 5.6 The operational fire budget relates to On-Call firefighter expenditure. This expenditure fluctuates according to demand and will be monitored through the financial year.

6. Update - Capital Expenditure and Financing

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

Capital Expenditure	Budget	Prior Year Commitment	Total Commitment
	£'000	£'000	£'000
Vehicle Replacement Programme	2,258	107	2,365
Equipment	272	106	378
Property and Land	7,172	929	8,101
IT and Communications	775	757	1,532
Total	10,477	1,899	12,376

- 6.2 This budget covers the purchase of operational and non-operational vehicles. The Service is currently reviewing its fleet and the outcome of this review will be presented to the Authority later this financial year.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The Huntingdon fire station and training centre project is a significant part of this budget and is being funded from the Property Development Reserve.
- 6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.
- 6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment.

Bibliography

Source Document: Revenue and Capital Budget 2021-22

Location: Hinchbrook Cottage, Brampton Road, Huntingdon PE29 2NA

Contact: Deb Thompson, Scrutiny and Assurance Manager
deb.thompson@cambsfire.gov.uk

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		12,848,290	3,205,186	3,433,269	228,083	7%
Control Room Staff		1,644,240	412,870	425,572	12,702	3%
Local Govt. Employees		3,484,025	779,823	755,397	-24,426	-3%
Senior Management (Hay)		3,539,320	884,872	895,948	11,076	1%
Recruitment and Training		581,470	150,685	151,774	1,089	1%
Fire Allowances		680,740	211,028	138,349	-72,679	-34%
EMPLOYEE COSTS	5.1 - 5.2	22,778,085	5,644,464	5,800,309	155,845	3%
Property Maintenance		351,090	84,880	44,550	-40,330	-48%
Insurance		73,840	43,048	0	-43,048	-100%
Energy Costs		319,780	81,885	48,982	-32,903	-40%
Cleaning		58,510	-644	3,767	4,411	-685%
Rents and Rates		811,740	811,740	616,773	-194,967	-24%
PREMISES	5.3	1,614,960	1,020,909	714,072	-306,837	-30%
Car and Cycle Allowances		68,960	17,255	12,696	-4,559	-26%
Vehicle Running Expenses		175,940	43,988	44,254	266	1%
Vehicle Insurance		178,590	93,099	647	-92,452	-99%
TRANSPORT AND MOVEABLE PLANT	5.4	423,490	154,342	57,597	-96,745	-63%
Office Expenses		317,720	77,976	39,419	-38,557	-49%
IT and Communications Equipment		1,972,498	884,848	321,227	-563,621	-64%
Fire Equipment		258,090	45,659	-25,769	-71,428	-156%
Uniforms and Clothing		389,040	97,258	61,699	-35,559	-37%
Other Supplies and Services		1,254,460	257,725	187,129	-70,596	-27%
SUPPLIES AND SERVICES	5.5	4,191,808	1,363,466	583,706	-779,760	-57%
CONTROLLABLE EXPENDITURE		29,008,343	8,183,181	7,155,683	-1,027,498	-13%
Other Income		-1,584,100	-96,832	-65,988	30,844	-32%
Other Government Grants		-1,538,510	-384,626	-597,792	-213,166	55%
CONTROLLABLE INCOME		-3,122,610	-481,458	-663,780	-182,322	38%
NET CONTROLLABLE EXPENDITURE		25,885,733	7,701,723	6,491,903	-1,209,820	-16%
Debt Charges		955,756	-22,386	-15,783	6,603	-29%
External Interest		-90,000	7,497	-799	-8,296	-111%
CAPITAL FINANCING		865,756	-14,889	-16,582	-1,693	11%
Pensions - Lump Sums		659,580	164,895	162,917	-1,978	-1%
Operational Fire Budget		3,271,381	837,915	714,006	-123,909	-15%
SAFETY-NETTED EXPENDITURE	5.6	3,930,961	1,002,810	876,923	-125,887	-13%
NET EXPENDITURE		30,682,450	8,689,644	7,352,244	-1,337,400	-15%

To: Policy and Resources Committee

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

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444619
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Date: 15 July 2021

Annual Treasury Management Review 2020-21

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with the annual treasury management review for financial year 2020/21.

2. Recommendation

- 2.1 The Committee is asked to note the annual treasury management review.

3. Risk Assessment

- 3.1 Economic/Legal – the Service seeks to maximise the return on its cash reserves by investing in accordance with its investment strategy. The strategy sets parameters within which the Service must comply to safeguard its investment. However there is always a risk when investing.

4. Background

- 4.1 The current investment strategy and associated treasury management policy was approved by the Fire Authority in 2018. This strategy is reviewed annually with the Authority's Treasury Management advisors to ensure it remains compliant with prevailing Treasury Management regulations.
- 4.2 The Authority receives regular updates on related activity; attached at Appendix 1 is the Annual Treasury Management Review for 2020/21.

Bibliography: None

Annual Treasury Management Review 2020/21

July 2021

Annual Treasury Management Review 2020/21

1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2020/21. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2020/21 the minimum reporting requirements were that the Policy and Resources Committee should receive the following reports;

- an annual treasury strategy in advance of the year,
- a mid-year (minimum) treasury update report and
- an annual review following the end of the year describing the activity compared to the strategy (this report).

The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by Members.

2. Treasury Position as at 31 March 2021

At the beginning and the end of 2020/21 the Authority's treasury (excluding borrowing by Public Finance Initiatives (PFI and finance leases) position was as follows:

DEBT PORTFOLIO	31 March 2020 Principal	Rate/Return	Average Life years	31 March 2021 Principal	Rate/Return	Average Life years
Total Debt	£3.200m	4.40%	34	£3.200m	4.40%	33
CFR	£6.074m			£5.059 m		
Over / (under) Borrowing	(£2.874m)			(£1.859m)		
Total Investments	£15.414m	0.70%		£10.681m	0.04%	
Net Investments	£12.214m			£7.481m		

INVESTMENT PORTFOLIO	Actual 31.3.20 £000	Actual 31.3.20 %	Actual 31.3.21 £000	Actual 31.3.21 %
Treasury Investments				
Banks	13,414	87.02	8,681	81.27
Building Societies - rated	2,000	12.98	2,000	18.73
TOTAL TREASURY INVESTMENTS	15,414	100%	10,681	100%

All investments were 364 days or less

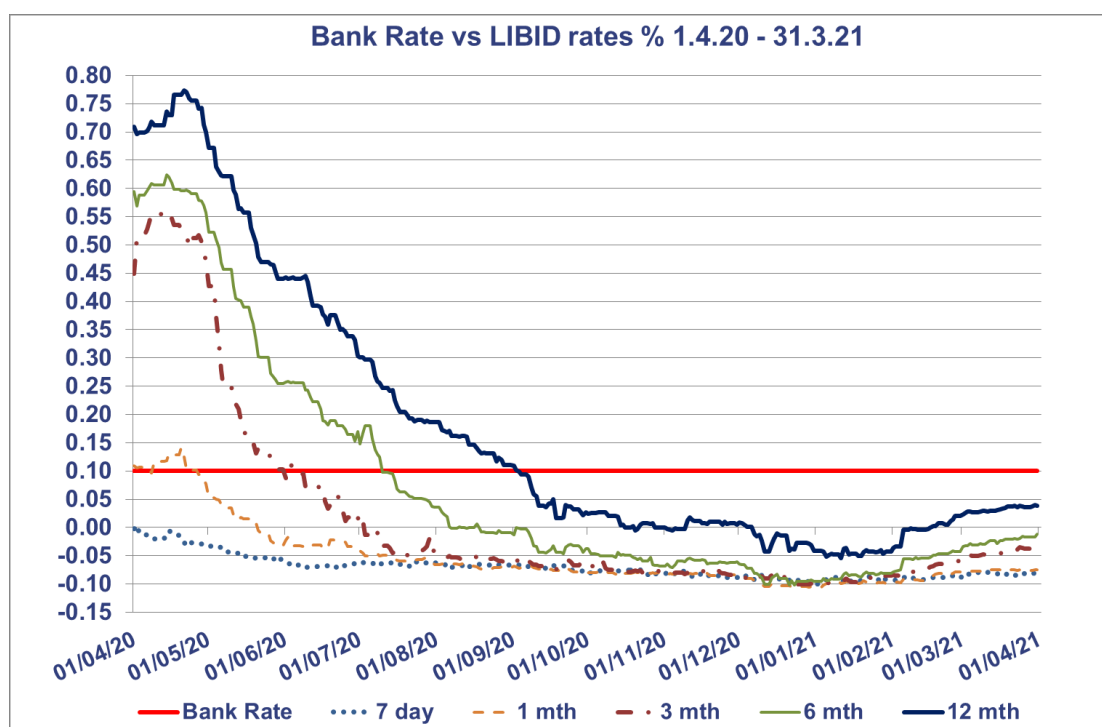
3. Investment Outturn

Investment Policy – the Authority's investment policy is governed by MHCLG investment guidance which has been implemented in the investment strategy approved by the Authority in February 2018. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data such as rating outlooks, credit default swaps and bank share prices etc.

The investment activity during the year conformed to the approved strategy and the Authority had no liquidity difficulties.

4. The Strategy for 2020/21

4.1 Investment strategy and control of interest rate risk



Investment returns which had been low during 2019/20, plunged during 2020/21 to near zero or even into negative territory. Most local authority lending managed to avoid negative rates and one feature of the year was the growth of inter local authority lending. The expectation for interest rates within the Treasury Management Strategy for 2020/21 was that Bank Rate would continue at the start of the year at 0.75 % before rising to end 2022/23 at 1.25%. This forecast was invalidated by the COVID-19 pandemic bursting onto the scene in March 2020 which caused the Monetary Policy Committee to cut Bank Rate in March, first to 0.25% and then to 0.10%, in order to counter the hugely negative impact of the national lockdown on large swathes of the economy. The Bank of England and the Government also introduced new programmes of supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the lockdown. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates plummeted.

While the Authority has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extremely stressed market and economic conditions.

Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates, as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure by having fewer investments placed in the financial markets.

4.2 Borrowing strategy and control of interest rate risk

During 2020/21, the Authority maintained an under-borrowed position. This meant that the capital borrowing need (the Capital Financing Requirement) was not fully funded with loan debt, as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this Authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

5. Investment Outturn

Investment Policy – the Authority's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Authority in February 2018. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data.

The investment activity during the year conformed to the approved strategy and the Authority had no liquidity difficulties.

Resources – the Authority's cash balances comprise revenue and capital resources and cash flow monies. The Authority's core cash resources comprised as follows:

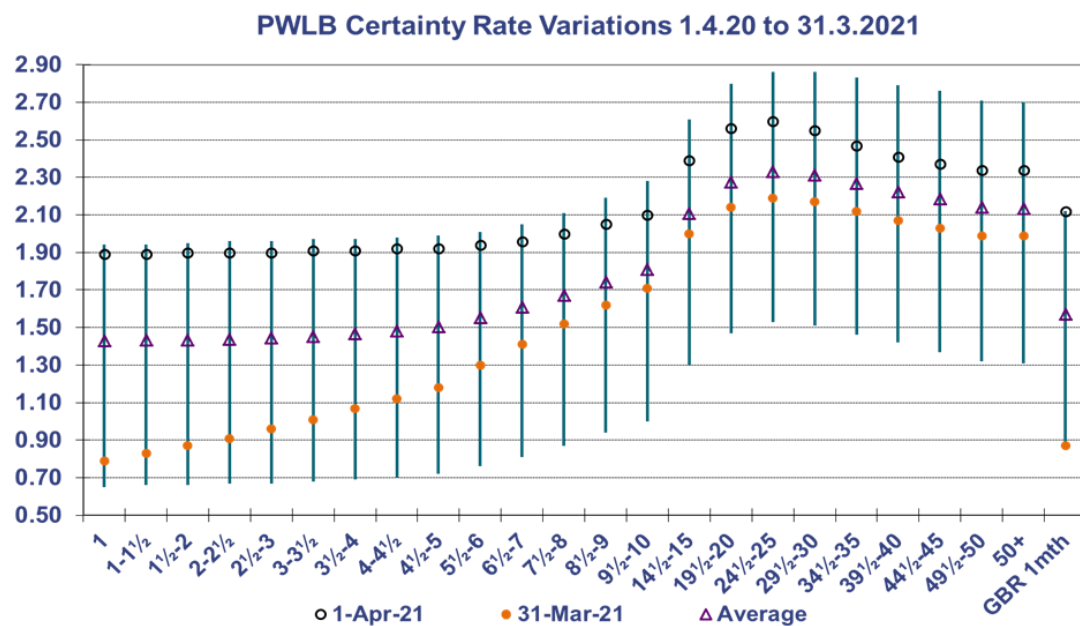
Balance Sheet Resources (£m)	31 March 2020	31 March 2021
Balances	3,185	2,098
Earmarked Reserves	7,453	7,007
Usable Capital Receipts	1,319	1,319
Usable Capital Grants	2,587	2,587
Total	14,544	13,011

Appendix 1: Prudential and Treasury Indicators

	Budget 2020/21 £m	Actual 2019/20 £m
	£m	£m
Capital Financing Requirement	5.059	5.059
Operational Boundary	7.037	7.037
Actual External Debt as at 31 March 2021		3.200
Authorised Limit	8.537	8.537
Upper limit for fixed interest rate exposure		
Net principal fixed rate borrowing / investments	100%	100%
Upper limit for variable interest rate exposure	100%	100%
Net principal variable rate borrowing / investments		
Upper limit for total principal sums invested for over 364 days	0%	0%
Maturity structure of new fixed rate borrowing during 2016/17:		
	Upper Limit	Lower Limit
under 12 months	100%	0%
12 months and with 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Appendix 2: Borrowing and Investment Rates

PWLB Borrowing Rates



Money Market Investment Rates and Forecasts 2020/21

	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.10	0.00	0.14	0.56	0.62	0.77
High Date	01/04/2020	02/04/2020	20/04/2020	08/04/2020	14/04/2020	21/04/2020
Low	0.10	-0.10	-0.11	-0.10	-0.10	-0.05
Low Date	01/04/2020	31/12/2020	29/12/2020	23/12/2020	21/12/2020	11/01/2021
Average	0.10	-0.07	-0.05	0.01	0.07	0.17
Spread	0.00	0.10	0.25	0.66	0.73	0.83

Link Group Interest Rate View		8.3.21											
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.40	1.40	1.40	1.40
10 yr PWLB	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.80	1.80	1.90	1.90	1.90	1.90
25 yr PWLB	2.10	2.10	2.10	2.20	2.30	2.30	2.30	2.40	2.40	2.50	2.50	2.50	2.50
50 yr PWLB	1.90	1.90	1.90	2.00	2.10	2.10	2.10	2.20	2.20	2.30	2.30	2.30	2.30

To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive Officer – Matthew Warren

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Date: 15 July 2021

Strategic Risk and Opportunity Management Register – Monitoring Report

1. Purpose

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

2. Recommendation

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

3. Risk Assessment

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

4. Background

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

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

5. Strategic Risk Review

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

pandemic; this will assist in the reduction of this risk. We have identified a second ICT system that poses a risk to the Service and a project has been initiated to review and resolve this situation.

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

6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service	J Anderson	Service Delivery	25	12
Mitigation activities		Target completion		Owner	
1. Network coverage testing to be undertaken with Cambridgeshire Constabulary 2. Home Office alternative solutions / extended areas applied for		1. Sep 21 2. Sep 21		1. J Barlow 2. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback into the central project for resolution as required. The risk score has increased from 20 to 25 since the last report to Policy and Resources this is due to the current results from the coverage testing.					

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	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. Mar 2020 A positive recommendation for continued certification achieved with two minor Non-Conformities and one Opportunity for Improvement 2. Internal Audits scheduled 3. Engaged with Supplier to work with them to produce a three year cyber strategy.		1. Complete 2. Complete 3. Dec 21		1 J Fagg 2. D Wilkinson 3. J Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	J Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Awaiting Home Office Full Business Case		1. Ongoing		1. J Barlow	
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. A recent Business case has been released however there is still financial information incomplete to enable the service to calculate future costs.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Service's priorities eg. ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time	Jon Anderson	Service delivery	20	12
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing of 4. 2. Reviewing of targets		1. Sep 21 2. Sep 21		1. S Newton 2. S Newton	
Comments					
Riding our appliances with the correct numbers must take priority.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R178	There is a risk of On-Call staff leaving the service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	J. Anderson	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Increased training places for On-Call recruits		1. Sep 21		1. W Swales	
Comments					
Work is ongoing and progressing in this area, to improve the working experience of On-Call staff and also how we shorten the recruitment timescale to retain staff					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it could mean we are not able to train in some capabilities	S Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Project Governance is in place and continual oversight and management of this risk 2. This project has been identified as a Service priority for 2021 - 2022 3. Discovery of Roman artefacts have delayed work on site; liaise with HDC to minimise impact to schedule		1. Ongoing 2. Ongoing 3. 1 Jun		1. M Warren 2. COG 3. M Warren	
Comments					
Work is ongoing and progressing in this area and impacts of delays are monitored.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.	S Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Deliver outcomes from agreed Positive Action Plan		1. Sep 21		1. C Doody	
Comments					
Work is ongoing and progressing in this area, we have already run have a go days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types operational competence is not sustained, especially on stations with low call demand.	S Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. FS Scenario (multi operational training) for core competencies & delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the TC Review what duty system (model) needs to be provided to be able to deliver the programme.		1. Dec 21 2. Ongoing		1. J Sherrington 2. W Swales	
Comments					
Work is progressing on the mitigation activities to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	J Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded 2. Crews of 3 and removal of 13.5m ladders		1. Sep 21 2. Dec 21		1. S Newton 2. S Newton	
Comments					
This risk has decreased since last reported. Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improved the recruitment process through STEP. Day crewing negotiations have taken place, with a trial in place for two years.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	S Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Review findings from new version of Risk Based Audit Programme		1. Jan 22		1. S Flemming	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk based inspection programme in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge, this could impact upon the Service's ability to recruit to the On-Call service in these areas.	S Newton	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified to reduce risk of fires in the home.		1. Jun 21		1. J Ball	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e. Health and Safety/ Asbestos exposure/Legionella/Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Training and assessments of competency levels available via iLearn - further work required to develop these.		1. Complete		1. Health and Safety Team	
Comments					
We employ specialists to provide advice and guidance in Health and Safety. Information has been disseminated to stations in the same place at each station. Raised awareness through Health and Safety Reps. Incident monitoring to review Health and Safety. Health and safety conduct 6 monthly visits to Stations to assess level of compliance with requirements. Conducted a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness ISO 45001 Accreditation audit completed. Looked to see if National Standard operating procedures can be utilised in Cambs (South East WOW). Resulted in new Contamination Policy. Training and assessments of competency levels available via iLearn and deployed July 2020.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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.	S Smith	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Increase our data sets to ensure targeting is as effective as possible 2. Assess benefits of On-Call and Community Champions now undertaking Safe and Well visits which may help mitigate current and post risk scores		1. Oct 21 2. Oct 21 3. Dec 21		1. P Middleton 2. P Clarke 3. D Kelly	

3. The opportunity being considered to share EEAST facilities at Melbourne, would allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises		
Comments		
<p>Work is ongoing and progressing in this area.</p> <p>Targeted Safe and well visits are part of routine Watch activity supported by the community safety team.</p> <p>Working with partners to identify and protect vulnerable people.</p> <p>Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.</p> <p>Reviewed Safe and Well has been evaluated, identified Frailty index</p> <p>Behavioural change review, and implementing findings</p> <p>On-Call and Community Champions now undertake safe and well visits in our rural areas</p>		

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R172	There is a risk that following the Brexit transition period, ending Dec 2020, we will be unable to share data with EU suppliers until an agreement is in place	D Wilkinson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Liaise with relevant supplier to ensure controls in place should adequacy not be given		30/06/2021		D Wilkinson	
Comments					
EU and the UK reached an agreement in principle giving a further transition period of up to six months; during which personal data can continue to flow freely from the EU to the UK. After this period if the UK is not awarded adequacy (meaning data can continue to flow) organisations will need to put other measures in place. A draft UK adequacy decision has been written and is due to be assessed by representatives of the EU Member States in the ‘comitology procedure’. The Commission is then able to adopt the draft UK adequacy decisions – hopefully prior to the end of the bridging period at the end of June 2021.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorate suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position	M Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. One of our most critical systems, has completed a full tender process and contract awarded. Anticipated deployment of a new system in Q4 2021 2. Working with existing Supplier to maintain maintenance and ongoing support 3. Further critical system identified and project initiated to review the status of this.		1. Sep 21 2. Sep 21 3. May 22		1. M Warren 2. M Warren 3. M Warren	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, Maternity Leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to a reduction in the level of service.	S Newton	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Continue to provide opportunities to develop staff in CFC 2. Continual review and workforce planning to ensure sufficient staff and skills 3. Applying proactive approach to flexible working in CFC		1. Ongoing 2. Ongoing 3. Ongoing		1. S Newton 2. S Newton 3. J Illingworth	
Comments					
Recruitment Campaign(s) in place. Control Action Plan created and in place. Reviewed structure of Control function to ensure it is resilient & meets the needs of personnel. Improved resilience across the Control function by Implemented recommendation to manage Control with three Station Commanders. Over establishment to ensure resilience is available to cover for maternity leave and sickness absence has been maintained. Proactively filling as many temporary vacancies as possible to ensure stability of workforce and consistent management lines					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R091	There is a risk that there may be difficulties in the joint administration of the ICT shared service, it may need to be re-in sourced causing a budgetary increase and loss of resilience.	M Warren	Finance	12	8
Mitigation activities		Target completion		Owner	
1. Review collaborative structure of the shared service 2. Reviewing ICT Shared Service governance 3. Review of the Shared Service undertaken by SOCITM to determine future governance 4. Action Plan in place to address findings included within the SOCITM Report 5. Working through 5 year plan		1. Jun 20 Complete 2. Jun 20 Complete 3. April 20 Complete 4. 27/11/20 5. 2025		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren	

Comments
Work is ongoing to reduce this risk. Reviewed the existing shared service structure to check it has capacity to meet the requirements and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	J Anderson	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles 2. Introduction of coaching and mentoring scheme		1. Sep 21 2. Sep 21		1. S Smith 2. J Hart	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that Government funding is insufficient to meet the current Service Delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	M Warren	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Working on new CSR in 2021 2. Awaiting information/understanding of impacts due to increased public spending as a result of Coronavirus pandemic 3. Aware of settlement for Year 1 (as CSR moved back 1 year)		1. Dec 20 2. Dec 20 3. Complete		1. M Warren 2. M Warren 3. M Warren	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-192	There is a risk that due to the cessation of non-life risk prevention, protection and response activities due to the coronavirus, that a large backlog is generated resulting in missed actions/referrals.	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
Mitigation actions have all moved to control actions. This is monitored weekly					
Comments					
The COVID-19 recovery group are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available. As we reinitiate activities that we conduct these are subject to a risk assessment. Reduce the impact on delivery of our core functions caused by absentees, and wherever possible assist in containing the spread of the virus, including when delivering our operational response.					

Glossary

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

Bibliography

Source Document: Strategic Risk Register

Location: Fire Service HQ, Hinchbrook Cottage, Huntingdon

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Distribution of all Risks across the Scoring Matrix

Impact	Very High	5	R109 - National Operational Guidance R149 High Rise	R011 - Negligence with regards to Health and Safety R144 - Control Resourcing	R158 - Ageing Training Centre R178 – On-Call Retention	R094 - Cyber Attacks	R164 - ESMCP ESN resilience
	High	4	R177 - Data Breaches R148 - HMICFRS Actions and Focus	R009 - Lack of awareness of legislation R146 - Mis-mobilisation R072 - Investment required in ICT and insufficient capacity to deliver R10 - Lack of controls around legislation R165 Brexit EU Imports/Exports R190 Corona Virus Fatality	P075 Reliance on On-Call staff R180 - Decrease in working age population R118 - Growth in county R137 - Wholetime succession planning R008 - Insufficient funding for the current Service R091 - ICT Shared Service R192 - Corona Virus activities stopped	R085 Timescales of ESMCP R113 - Changing incidents impact to competence R141 - System support R117- Aging population R161 - workforce diversity R172 - Brexit data sharing	R183 - Conflicting prorities
	Medium	3		R111- Changing profile of the wholetime service R007 - Insufficient funding for the new demands of Government R112 – On-Call daytime availability R140 - Operational competency levels R127 - Succession planning R194 - Corona virus -impact to achievement of IRMP and other business activities R182 - Increase in teen population	R027 - National union discussion leads to disputes R132 - Major incident impacts normal service delivery R142 - Support to Addenbrookes Hospital R188 - Support to Hinchingsbrooke Hospital R182 - Increase in teen population R001 - Reliance on key staff for core services R032 - Lack of resources make goals unachievable	R198 - Apprenticeships additional workloads	
	Low	2		R046 - Skill sets to deliver programme R155 - Evaluation of our activities R195 Corona Virus recovery period		R181 - Urban isolation for the aging population	
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High

PROBABILITY

Policy & Resources Committee Work Programme

Meetings 2021/22

Date	Time	Venue
2021		
Thursday 25 March	1400 hours	Virtual
Thursday 16 June	1400 hours	Virtual
Thursday 15 July	1400 hours	SHQ
Thursday 28 October	1400 hours	SHQ
Thursday 15 December	1400 hours	SHQ
2022		
Thursday 26 January	1400 hours	SHQ
Thursday 28 April	1400 hours	SHQ
Thursday 23 June	1400 hours	SHQ

Work Programme 2021/22

Thursday 15 July 2021			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 25 March 2021	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 7 January 2021	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> Election of Chairman		
	Appointment of Vice Chairman		
	Work Programme 2021/22		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2021/22	Deputy Chief Executive Officer	

	Annual Treasury Management Review 2021/22	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Deputy Chief Executive Officer	
Thursday 28 October 2021			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 15 July 2021	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 21 July and 7 October 2021	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2021/22	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Deputy Chief Executive Officer	
	Work Programme 2021/22		
Thursday 15 December 2021			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 28 October 2021	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 7 October 2021	Dawn Cave	If not available at October meeting
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2021/22	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Deputy Chief Executive Officer	
	Work Programme 2021/22		