

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 25 April 2019

10:30hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
 - 2. Declarations of Interest**
 - 3. Minutes of the Policy and Resources Committee held 20th December 2018** **5 - 12**
 - 4. Action Log** **13 - 16**
 - 5. Minutes of the Overview and Scrutiny Committee held 10th January 2019** **17 - 22**
- DECISIONS**

6.	National Fire Chiefs' Council Benefits report	23 - 32
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INFORMATION AND MONITORING

7.	Fire and Rescue Service Insurance Mutual - Update	33 - 36
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The Fire Authority Policy and Resources Committee comprises the following members:

Councillor Kevin Reynolds (Chairman)

Councillor Mohammed Jamil and Councillor David Over Councillor Simon Bywater Councillor Derek Giles Councillor Lucy Nethsingha Councillor Terence Rogers Councillor Mike Shellens and Councillor Mandy Smith

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

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<p><i>The Fire Authority is committed to open government and the public are welcome to attend from the start of the meeting.</i></p>
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http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 20th December 2018
Time: 10.30 am – 11.40 am
Place: Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon.
Present: Councillors: S Bywater, M Jamil, L Nethsingha, D Over, T Rogers and M Smith

81. APOLOGIES FOR ABSENCE

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

82. DECLARATIONS OF INTEREST

No declarations of interest were received.

83. MINUTES OF THE MEETING HELD ON 4th OCTOBER 2018

The minutes of the meeting held on 4th October 2018 were confirmed as a correct record and were signed by the Chairman.

84. POLICY AND RESOURCES COMMITTEE MINUTES ACTION LOG

The action log was noted.

85. MINUTES OF 11th OCTOBER OVERVIEW AND SCRUTINY COMMITTEE

The minutes for the Overview and Scrutiny Committee meeting held 11th October were noted.

86. DRAFT FIRE AUTHORITY BUDGET 2019/20

Members received a report on the draft budget and precept for 2019/20. Members were advised that this had been circulated as a late item, as the government's draft Settlement had not been announced until 13th December. The settlement was slightly lower than anticipated, but only by around £50-60K. The budget was based on an increase in Council Tax of just below 3%.

Officers highlighted the following key points in budget:

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- There were a small number of new posts within the budget, including a new post supporting the maintenance of the community risk database and a new ICT Shared Service structure, including a database analyst and a dedicated ICT project manager. These posts would be jointly funded between Cambridgeshire and Bedfordshire Fire and Rescue Services;
- There was uncertainty around the pension scheme resulting from changes to the SCAPE (superannuation contributions adjusted for past experience) rate, as the government anticipated a funding gap for pensions in future years, which would need to be funded by either the employer or employees, but because this related specifically to the old scheme and current pensioners, the onus was on the employer. The government would fund 90% of the employer costs in the first year (2019/20) so the residual funding gap was around £300,000-£400,000. Those figures would need to be funded from reserves. It was unclear how the entire shortfall would be funded in future years, although the government would review this as part of the next CSR process. Officers were aware, from a similar experience with the Constabulary, that the actual rate was lower than originally anticipated, so this figure was very much a worst case scenario. Government had indicated that Fire Services should use their reserves to fund this;
- Savings and efficiencies had been identified where possible, but the scope to reduce budgets in this way was now limited. The Council tax uplift was basically funding the pay award only.

Arising from the report:

- A Member asked if Reserves were in a healthy position. Officers confirmed that there was a specific Pension reserve of £900K. It may be necessary to revisit the Reserve Strategy;
- In response to a question on the Community Risk Database, it was noted that this identified all risks the Service was aware of within communities. The issue was that it had not been maintained as well as it could have been;
- A Member asked what the long-term situation was with Reserves, i.e. what was the bottom limit, given they may be called upon more frequently going forward? Officers advised that the General Reserve should stand at between 4-6% of net revenue budget. It was above that threshold at the moment, but would be reducing to nearer 4% over the coming years, at which point it would be necessary to top up that General Reserve. This

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would be covered in one of the report to the Committee in January, when there was more certainty on the pension funding gap;

- It was noted that the Property Reserve was quite substantial (£8.5M), and it was likely that less than £8.5M would be required. So in terms of *total* Reserves, the Fire Service was in a very healthy position;
- In response to a Member question, it was confirmed that the smaller vehicles were frequently replaced after more than four years, depending on mileage and the Fleet Manager's assessment of their viability. It was also noted that tests were taking place to see if Peugeots were more cost effective than the predominantly Volkswagen fleet. With regard to dual fuel vehicles, costs were currently prohibitive, but it was likely that ultimately some of the fleet would be hybrid;
- It was noted that rents had increased significantly, mainly due to the revaluation of Dogsthorpe Fire Station, but this revaluation was being challenged;
- Communications and Mutual Protection (Insurance) had reduced mainly due to CCTV cameras being installed on appliances;
- There was significant inflation (13%) on petrol, oil and tyres;
- One aerial appliance replacement was planned for 2019/20, but it was likely that an appliance ordered in the current year would not be delivered until 2019/20, as it was taking longer than anticipated to get the specification right. It was therefore likely that the Committee would be asked to agree to an adjustment to carry this purchase forward to the 2019/20 financial year;
- It was noted that page 8 of the report gave the numbers of vehicles, whilst page 9 gave the costs, and that the table on page 9 should be headed "life replacement of the vehicle".

It was resolved unanimously to:

endorse the draft budget and approve that the Service consults on the proposed precept increase.

87. EQUALITY AND INCLUSION COMPLIANCE REPORT 2017/18 (INCORPORATING GENDER PAY GAP)

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The Committee considered a report about equality progress in the year 217/18, including the gender pay gap as at March 2018. Production of the report met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

Members noted:

- priorities within the organisation included securing, keeping and maintaining a more diverse workforce, and also improving the culture within the organisation, especially with respect to bullying and harassment;
- In terms of securing a more diverse workforce, data over the last five years indicated a slow but steady increase in women staff, including 6.5% of operational staff, which compared well with other Fire & Rescue Services nationally;
- securing a more diverse workforce in terms of ethnicity was proving more of a challenge, but Members noted many positive actions being taken;
- all women who had taken Maternity Leave had returned, and there was improved guidance on flexible working, especially for operational staff, ensuring women were supported at various stages of their working lives. It was confirmed that male staff were well supported;
- a lot of work had been undertaken to identify pockets of unacceptable behaviour with respect to bullying, harassment and inappropriate behaviour. The background and operation of the RESPECT programme that had been implemented were outlined;
- in terms of communities accessing services, it was noted that there had been little change. Engagement with BME communities was absolutely key, as was improving monitoring in this area;
- the Gender Pay Gap i.e. the difference between the average man's and the average woman's salary had reduced slightly. However, this was a global figure which did not reveal much behind the crucial detail;

The Committee congratulated those involved in producing an excellent report.

Responding to the report:

- a Member commented the analysis over five years was really helpful, as it helped to show trends;

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- whilst Members were pleased to note the increase in staff identifying as LGB (Lesbian, Gay and Bisexual), officers advised that this masked an underlying issue, in that the majority of staff in that category identified themselves as Lesbian or Bisexual, there were still few staff identifying themselves as Gay;
- Members discussed the extent to which flexible working was offered to parents;
- Members noted the ways in which bullying, harassment and inappropriate behaviour manifested – not just by a manager to a junior member of staff, but also between junior staff to more senior staff, and between peers. This issue was being tackled in all areas, not just operational roles. It was hoped that the RESPECT champions would offer staff a route to discuss their concerns. The Chief Fire Officer stressed that whilst the Fire Service was making good progress in this area, it was not complacent, and he would not tolerate these behaviours within the organisation. The ultimate focus was for all staff to feel engaged and comfortable about reporting such behaviours.

It was resolved unanimously to:

agree the Equality and Inclusion Compliance Report April 2017 – September 2018 and recommend its contents to the Fire Authority.

88. CAMBRIDGESHIRE FIRE AND RESCUE SERVICE MATERNITY PAY POLICY

The Committee considered a report on work undertaken to review the Service's maternity pay provisions, which included proposed revisions to the contractual maternity pay. This work was in line with the strategic objective built in to the IRMP about maintaining a diverse workforce.

Although 100% of staff on Maternity Leave in the previous year had returned, longer term the picture was less positive: over the last seven years, 25% of staff who had taken Maternity Leave had not been retained longer term. This related not just to pay, but also how staff who took Maternity Leave were treated within the organisation.

Maternity Pay within CFRS was low compared to averages across the sector. Benchmarking indicated that the market leaders provided 45 weeks full pay, whilst the average was around 18-26 weeks. The Police currently offered six weeks, the same as CFRS, but this was currently being reviewed.

Significant work had been undertaken modelling the cost of increasing contractual maternity pay provision, based on a number of different assumptions, to identify what was affordable to CFRS as an organisation.

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Consideration was given not only to ensuring that any policy was affordable now, but also going forward. The proposal was to increase contractual maternity pay from 6 to 18 weeks' full pay. Whilst this sounded quite dramatic, it very much moved the Service from being at the lower end to average provision. Alongside the proposal to increase to 18 weeks' fully pay, it was also proposed to increase the qualifying time from one year's continuous service before the baby was born, to two years. This would help balance the impact of the increased maternity pay. The plan was to introduce the revised scheme in April 2019.

Officers confirmed that additional resources to pay for the increased maternity pay had not been built in to the budget. The plan was to use reserves in the first year, to enable officers to assess how it would cost over the first year. The estimate at this stage was about £46,000.

Arising from the report:

- A Member welcomed the proposal but commented that he would like to see it built in to the budget, even if it had to be resourced from reserves. Officers agreed to take this forward and include in the revised budget that would be presented to the January Committee meeting. **Action required – M Warren;**
- It was noted that the average age of female recruits was in their 20s;
- It was acknowledged that costs would increase depending on the seniority of staff, but it was vital to attract more senior female staff, as women were underrepresented in senior roles.

It was resolved unanimously to:

- approve the proposed changes to the contractual maternity pay in order to enable formal consultation to commence. Namely, to increase from six to 18 weeks full pay with effect from April 2019, with an associated change in the length of continuous service required to qualify for contractual maternity pay, from one year to two years by the eleventh week before the baby is due.
- note the additional and concurrent work to review and update broader maternity provisions and support.

89. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

The Committee received a strategic risk report as at November 2018, that highlighted risks considered above the risk appetite of the Authority. Officers confirmed that R094 in relation to Cyber Attacks remained high but that significant work had been undertaken over the last 12 months to increase security including an annual penetration test to determine the vulnerabilities in

the system. Patching was carried out on a regular basis. Additional cyber security tools such as email filtering, logging and vulnerability scanning had been implemented. A series of presentations had also been given to staff to raise user awareness of threats.

Officers highlighted the continued delay in the ESMCP Project and that the risk sat largely outside the control of the authority. Engagement and monitoring of the project was ongoing and it had been agreed that the risk had been realised and should be regarded as an issue.

Arising from the report:

- Members welcomed the significant work undertaken in relation to cyber security and noted the ongoing issues in relation to ESMCP.

It was resolved unanimously to:

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

90. ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE

The Committee considered a report on the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 1st April 2017 to 31st March 2018, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service (CFRS) and the ICT Shared Service Delivery Manager.

A substantial review of the existing structure had taken place in the reporting period. The review examined the structure, capacity required, skills and facilities to ensure they adequately met the needs of both services. The new structure had been implemented during the summer of 2018.

Arising from the report:

- A Member commented favourably on the Mobile Data Terminal (MDT) technology which had been successfully implemented. These provided real time information and were particularly useful in rural areas.
- A Member queried the skill set of the posts in the new structure. Officers confirmed that individuals in the new posts had the correct skills sets required for the roles and that there would no longer be a reliance on agency workers.
- It was acknowledged that the performance in relation to the annual customer survey results had decreased but that this had been due to the uncertainty in relation to the new structure. Officers confirmed that

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they had already seen an increase in confidence of the Service since the new structure had been implemented.

It was resolved unanimously to:

- Consider the outcomes of this fourth annual review of the operation of the ICT Shared Service Agreement.
- Note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus.
- Note the need to review the structure and capacity of the function.

91. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

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

92. DATE OF NEXT MEETING

Members noted that the next meeting was scheduled for 31 January 2019. The meeting closed at 11.40 am.

Chairman

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at 15 April 2019 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 OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	R Hylton / D Thompson	There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	Original outcome received in favour of FBU. Government has appealed and we await the outcome of that process.	Action ongoing

MINUTES FROM THE DECEMBER COMMITTEE 2017

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
32.	ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT	M Warren	a) Current constraints – aligning the pay structures with Bedfordshire. The Chairman to assist by meeting with his opposite number in Bedfordshire to try to move things on.	Meeting between Chairpersons took place in October 2018. Shared Services Agreement for five years signed. Ongoing discussions to align terms and conditions.	Complete

MINUTES FROM THE JULY COMMITTEE 2018

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
68.	FIRE AUTHORITY RESERVE STRATEGY	J Anderson to provide Councillor Nethsingha with leaver figures broken by age groups	A question was raised regarding what was the age range of new recruits and wastage level in particular age groups. In reply the average age of recruits was under thirty. In terms of leavers in particular age bands, this information would be collected and provided to the Member outside of the meeting.		Complete
72.	WORKFORCE DIVERSITY	D Thompson	a) Councillor Nethsingha requested of the numbers of BME people who had attended tests and then gone on to join the Service. Whilst accepting the number of applicants from BME was low, if it could be	a) A response, via email, to Councillor Nethsingha and the wider Committee was provided.	Complete

			shown this drop-out rate was consistent, whatever the person's ethnicity, it would not be such an issue.		
		J Anderson / A Scott	b) It was suggested and agreed that the qualification requirements of Five GCSE's including English should be reviewed by officers as potentially being a barrier	b) This is being looked at as part of an ongoing Member lead review into approach to recruitment.	Action Ongoing

MINUTES FROM THE SEPTEMBER COMMITTEE 2018

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
72.	MINUTES OF THE MEETING HELD ON 26th July 2018	R Hylton	Point 25 – Minute 57 'Integrated Risk Management Plan Refresh Update'. Would updates on the audits carried out regarding fire assessments on schools be provided?	RH to provide an update.	Complete
72.	MINUTES OF THE MEETING HELD ON 26th July 2018		Point 68 - Action in relation to leavers figures broken down by age group. Could a copy of the figures be circulated to all Committee Members again?	See also Action 72 above; figures circulated again to the Committee by RH on 10 October 2018.	Complete
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTMENTS	M Warren	Members discussed the money market fund and it was explained that at present there was no proposal to use this. It was also clarified that the Authorities current advisors were Link Asset Services.	M Warren to bring an update if the strategy changes. No change.	Complete
75.	TREASURY MANAGEMENT POLICY	M Warren	Clarification was also sought from on the initials CNAVL/LVNAV/VNAV that	M Warren to clarify.	Complete

	AMENDMENT INVESTMENTS –		appeared under Money Market Funds in the table at point 6 of the report.		
75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTMENTS –	M Warren	Members agreed to an amendment to the proposed maximum amount for Money Market Funds to be 50% of available funds amended from 100%.	M Warren to amend.	Complete
75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTMENTS –	M Warren	Members sought a paper on cash flow to show how much should be easily available and the relative risk on going on a higher return.	M Warren to bring a paper in December/January 2019. Cash flow risk unchanged as at April 2019.	Bring forward to mid-2019
75.	TREASURY MANAGEMENT POLICY AMENDMENT INVESTMENTS –	M Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options.	M Warren to arrange. Linked to Action 75 above.	Bring forward to mid-2019

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
OVERVIEW AND SCRUTINY COMMITTEE – MINUTES**

Date: Thursday 10th January 2019

Time: 14:00 – 14:50

Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

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

Officers: Rick Hylton - Assistant Chief Fire Officer, Deb Thompson – Scrutiny and Assurance Manager, Jon Anderson – Area Commander, Shahin Ismail – Monitoring Officer, Dawn Cave - Democratic Services Officer; Daniel Harris – RSM Risk Assurance

54. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were presented from Councillor Bond and Matthew Warren.

There were no declarations of interest.

55. MINUTES – 11th OCTOBER 2018

The minutes of the meeting held on the 11th October 2018 were approved as a correct record and signed by the Chairman.

**56. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK
MANAGEMENT PLAN PERFORMANCE TARGETS**

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets. It was noted that the February Fire Authority meeting would be considering this information along with proposed actions.

Members noted the following areas of interest in performance:

- the turnout time of first pump in urban areas had increased slightly compared to the previous year, but was still within target;
- first pump turnout times in rural areas had reduced slightly, but was still slightly over the 12 minute target;
- on call retention and recruitment was still a challenge, but it was envisaged that actions being implemented should result in further improvements;

- the number of secondary fires had increased slightly in 2018, due to the prolonged spell of hot summer weather, leading to grass and scrubland fires. It was confirmed that detailed figures, recording the split between deliberate and accidental, were maintained. Most of the secondary fires in the county during the hot weather had been accidental, e.g. combine harvester fires. Officers advised that where performance figures had worsened, they would be looking to provide more detailed information to the Committee in future;
- three fire fatalities had been recorded in the year to date. It was likely that the most recent of these regrettable fatalities would not be recorded as a fire death by the Coroner;
- there had been a 42.5% increase in fire casualties for the year to date, compared to the same period last year. This increase was mainly attributable to minor injuries related to bonfires going out of control in November;
- disappointingly, the number of co-responding call outs continued to fall;
- progress was being made in terms of creating a more diverse workforce, but performance still fell short of targets. There had been an increase in female operational recruits, but the total number of female operational managers remained low;
- there were currently 144 female staff in the organisation, 32 in operational roles (6.7% of operational staff, the average for fire and rescue services being 5.2% nationally) and this percentage was gradually increasing.

Arising from the report, Members discussed the following points:

- observing that the Service had had an excellent inspection report in December, a Member queried why this was not referred to and linked in with the IRMP. The Member also suggested that the Services excellent communications team could have publicised the result of the inspection more. Officers advised that the intention was to link in the results of the HMICFS Inspection in the report that was being presented to the full Fire Authority. The communications team had put out a number of press releases about the inspection, but it appeared that the media had largely focused on more negative aspects of the inspection reports nationally;
- a Member observed that a lot of effort was going into including articles in parish magazines about recruitment, and asked if there was a substantial time-lag. Officers advised that the Service was constantly recruiting On-Call staff. There was certainly a time lag in terms of engaging minority groups, i.e. from initial interest turning into applications;
- a Member asked about the reduction in co-responding. Officers advised that this related to firefighters at certain stations providing emergency

medical response services, e.g. for cardiac arrest situations, in partnership with the East of England Ambulance Service. It was being trialled at three stations in the county as part of a national trial, and the focus was very much related to pay and broadening the role of firefighters. The FBU had withdrawn from that trial, and all other fire services in the region had stopped co-responding activities, but Cambridgeshire was continuing the arrangements at two stations. The complexities around whether to continue or enhance the co-responding were noted. A major benefit of co-responding was that it was good for retention;

- a Member asked what was being done to encourage female staff to apply for management roles, and what the perceived obstacles were for female staff. Officers explained that the majority of female operational staff were relatively new, and there was a cultural perception that an applicant had to be doing the job for a certain length of time before looking to manage, and this seemed to be exacerbated for female applicants. There was also the issue that promotion to management roles often meant the successful applicant moving stations, and given that many female firefighters were also primary carers, this often proved to be a deterrent. Measures were being put in place to try to reduce or remove these barriers.

It was resolved unanimously to:

note the contents of the performance report.

57. REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE EMPLOYEE ENGAGEMENT ACTIVITIES

A report was considered setting out the findings and recommendations of the review of Cambridgeshire Fire and Rescue Service Employee Engagement Activities. The review had been undertaken by Councillors Raynes and Gowing.

Councillor Gowing outlined the findings of the Member Led Review (MLR). The MLR had looked at the results of two independent surveys that had been commissioned in 2015 and 2017 and the action plan that had been implemented to effect change in the low scoring areas.

Members were reminded that the positive results of the recent HMICFRS inspection supported the view that CFRS had good values and culture, and was a self-aware organisation committed to reflection and continual improvement.

A Member commented that the report was a pleasure to read, and gave clear indications of how hard everyone worked in the Service. She was delighted to note that a Learning & Development Officer had been appointed, not least because this sent out a positive message to staff, and asked where that role sat within the staff hierarchy, e.g. whether they were included in making

operational policies and decisions. Officers agreed to set up a meeting between the Learning & Development Officer and the Member so that these issues could be fully explored. **Action required.** Meeting scheduled for 7 February 2019.

A Member asked for more information about the organisation that had undertaken the surveys, and whether Officers considered them Value For Money. Officers confirmed that they did. They explained that the reason for the delay in bringing the results back to Members was trying to schedule an appropriate time to do so.

A Member queried whether the higher than expected reported incidence for bullying and harassment was due to staff being more willing to speak out, or an increased incidence. Officers explained that the first survey was in 2015 in the middle of an industrial dispute, which possibly skewed results. The survey indicated that there were 20% of staff who had witnessed bullying and harassment, but they were comfortable the Service would deal with it. IODA, an independent organisation, had been appointed to come in and help Officers understand these issues further, which had resulted in the RESPECT programme. IODA had concluded that whilst the Service was very good at dealing with bullying and harassment, there were a few pockets which were not being dealt with at a lower level. He stressed that addressing bullying and harassment was everyone's responsibility, and it should never be dismissed as just 'banter'. Whilst it was acknowledged that the RESPECT programme had taken longer than expected to put in place there were now nine RESPECT Champions who would act as role models and could be approached to help address such negative behaviours.

A Member asked if Officers were happy that the recommendations of the report were sufficient to drive through the required change, acknowledging the support and successes of senior management in facilitating this change. Officers confirmed that they were satisfied. The Member concluded that he was happy with the proposed approach to continual review and improvement moving forward.

There was a discussion on how engagement levels may vary between whole time and On-Call staff, and the disruptions suffered by staff over this period, including shift systems and changes to pensions. Given these factors, Members applauded that 88% of staff were proud to work for the Service.

It was resolved to:

- a) consider findings and recommendations of the review group;
- b) present the report and recommendations to Fire Authority for information.

59. INTERNAL AUDIT STRATEGY PLAN UPDATE

The Committee considered a report by RSM Risk Assurance Services on progress with Internal Audit.

Members noted progress against the 2018/19 Internal Audit programme. Two of the main reviews – Key Financial Controls and HR (Training and Development) - had been published, and there were “substantial assurance” opinions against both of those reviews. A number of reports were still to be completed, but would be finalised in time for the next Committee meeting, with the agreed management action plans in place.

In response to a Member query, it was noted that the original intention was for there to be a joint Cyber Security review with Bedfordshire. A third party had been identified to provide that assurance, so it was felt that if a review was undertaken internally, it would essentially be duplicating that piece of work, which was why a potential replacement assignment was sought. It was confirmed that RSM Risk Assurance had numerous appropriately trained IT auditors who could complete cyber security reviews.

It was agreed that as this was a burgeoning area of risk, and an email update would be sent to the Committee from John Fagg. **Action required.**

Options for the replacement audit were discussed, including the impact of Brexit. Officers reassured Members that they had been reviewing both potential strategic and operational impacts of Brexit with partners for some time. It was agreed that as the Committee was not meeting until after March, Officers would be asked to brief the full Fire Authority before March. **Action required.**

It was resolved to:

Note the report.

60. OVERVIEW & SCRUTINY WORK PROGRAMME

It was noted that the two outstanding Member Led Reviews would be considered at the next meeting.

It was resolved to:

a) note the work programme

CHAIRMAN

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer – Matthew Warren

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

Telephone: 07786 023436

Email: matthew.warren@cambsfire.gov.uk

DATE: 25 April 2019

NATIONAL FIRE CHIEFS COUNCIL BENEFITS REPORT

1. Purpose

- 1.1 The purpose of this report is to provide Members with an overview of the benefits that can be achieved by the Service continuing to subscribe to the Chief Fire Officers Association (CFOA) and in doing so support the National Fire Chiefs Council (NFCC) and its work streams.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- approve continued subscription to and therefore support of CFOA and the NFCC,
 - note the contents of membership benefits detailed in **Appendix 1**.

3. Background

- 3.1 At its meeting on 30 June 2016 the Authority agreed to financially support the restructure of CFOA through continued subscription. CFOA is a registered charity and company with an eight strong a Board of Trustees (selected to represent the range of governance models in place across the fire and rescue service community) who manage the Association, ensure appropriate governance and have oversight of the trading activities. As an organisation it seeks to drive improvement, deliver efficient solutions and promote the work of the fire and rescue service as a viable, effective and positive partner capable of delivering results across the wider social landscape. The NFCC is a committee of CFOA, who as the entity responsible for the financial administration of the charity, absorb any costs arising from NFCC's Annual Plan and administrative/governance support.
- 3.2 Every public UK fire and rescue service pays a 'Professional Partnership' fee to CFOA which is determined by the NFCC's requirements and the operating costs of the charity. The fee for 2019/20 has been set at £50,000 ex VAT.
- 3.3 The NFCC drives improvement and development throughout the UK fire and rescue service and supports strong leadership of the sector including the devolved administrations. The NFCC enables locally accountable Chief Fire Officers or their

representatives to coordinate the work of the sector to protect the public and improve community safety.

- 3.4 Our own Chief Fire Officer (CFO) sits on the NFCC Council meetings as our service representative and is also the Chair of the Sector Resources Committee. A number of other Officers from Cambridgeshire also contribute to the various work streams collectively ensuring a positive service and therefore Authority profile is maintained and our voice is heard.
- 3.5 The document at Appendix 1, entitled National Fire Chiefs Council – Achieving More Together, sets out in more detail the benefits membership brings to the Authority; Officer experience endorses the claim that solutions can be achieved efficiently and effectively together and that buying into a national co-ordinated approach represents value for money.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
CPFA Meeting Minutes (various) CFOA website	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



National Fire Chiefs Council – Achieving More Together

All fire and rescue authorities have local priorities but by working together on the issues that affect us all, we can achieve solutions efficiently and effectively together.

Be part of the solution by supporting national work that drives improvement for all.

The strength of the NFCC is its collective, unified professional voice supporting the improvement of fire authorities at a national level.

Membership of the NFCC brings considerable benefits to fire and rescue authorities through:

- **Advising and influencing** through a high level collective effort that means all fire and rescue authorities are represented with one voice
- **Developing** solutions and tools for helping fire and rescue authorities overcome the common challenges across all functions
- **Responding** to incidents, events and issues that go beyond county boundaries and where a joined-up approach makes more sense

For the first time, the NFCC is now part of the Fire and Rescue Services National Framework for England. This recognition of the central role of the NFCC reflects a change in the attitude of government towards the professional body and provides a valuable opportunity for influencing change in the fire and rescue service.

The structure of the NFCC allows authorities to share expertise and contribute to the work of specialist committees working on important areas of interest to all. For example, the NFCC - through its Business Safety Committee - is the only organisation represented on each of the Hackitt Review working groups.

Remember that a national co-ordinated approach worked for bringing operational guidance up to date, meaning that individual fire and rescue authorities could focus on implementing it rather than creating 50 versions of it and the costs that entails.

This approach continues with national programmes now focused on community risk, people and digital. All fire and rescue authorities benefit from the creation and use of the products that come out of national programmes.

The NFCC membership fee represents considerable value for money. With its new approach, new identity and the drive of a full time Chair, it is evolving into a real force for change that benefits all of us. Membership is essential for every fire and rescue authority.

Briefing Information for Chiefs

Since the inception of the NFCC.....

....the sector has seen considerable change and challenge:

- Government policy responsibility moving to the Home Office whilst funding is still provided through the MHCLG;
- Removal of the Chief Fire and Rescue Advisors Unit which provided fire specific advice to Ministers;
- The changing nature of threats and incidents the services respond to including terrorism and those driven by climate change such as mass flooding and wild fires;
- Changes to the Governance of fire and rescue services under and the duty to collaborate especially with other emergency services;
- A Government led review of the national fire framework;
- The introduction of an inspection regime after a 10-year absence and the introduction of fire professional standards for England; and,
- A once-in-a-generation fire at Grenfell Tower.

.....we have achieved a lot so far:

- Its network of professional officers share best practice, **collaborate** on joint projects and learn from each other to benefit all - irrespective of governance model.
- It harnesses the wealth of specialist knowledge and expertise **coordinating** activities to improve efficiency and drive a common and consistent approach.
- It is **developing solutions** and tools for helping fire and rescue authorities staff overcome the common challenges they all face across all functions.
- It has **responded when needed** to unprecedented demand and has provided strategic level, subject matter expertise and advice to Government.
- It has proactively contributed and spoken up to **represent the voices of all**.

As policy is developed for the sector, the NFCC is at the right tables at the right time to ensure policy is led by us and not done to us.

Every voice counts

- Every fire authority that contributes to the NFCC has a seat and vote at the council for its Chief Officer or equivalent.
- This democratic approach has led to meaningful council meetings with professional and open debate.
- Members make decisions from informed positions and that they feel they have contributed to.
- In return authorities benefit from being within this unique network and the peer support it provides.
- Chiefs and senior officers lead our national portfolios and represent us all on the national stage.
- Our staff contribute to national work programmes through the multiple practitioner forums and communities of expertise to ensure what we produce works on the ground.
- Staff and services gain access to a wealth of knowledge, best practice, products and tools to help them and their service continually improve.
- The annual contribution of all authorities is essential to maintain this

Investing in doing things well

- The NFCC is doing more and its role has evolved beyond that anticipated when the NFCC was established.
- The scope of what it does has broadened, the standard of papers and debate at council meetings is much higher – evidenced by the high level of attendance.
- To help it work more effectively and efficiently, its support hubs provide the support it needs.
- The offices that previously hosted CFOA are being sold and the money re-invested. The council support function has been brought within the West Midlands Fire Service HQ.
- The team that successfully delivered the National Operational Guidance (NOG) has been enhanced.
- The NFCC Central Programme Office (CPO) provides an essential programme and project management capability to coordinate and deliver our change programmes well. This ability to see the breadth and scope of NFCC work, allows us to plan better, appropriately budget and ensure work is well resourced.
- Our programmes and projects are aligned to our priorities as a sector and will drive positive change by developing guidance and tools for authorities to use locally - saving time and money.

How is the NFCC helping your fire authority?

- Every time the NFCC coordinates and develops work centrally - it is saving local services time and money
- By using what is produced centrally, we can achieve consistency across the country and services are more likely to achieve good or outstanding outcomes at inspection
- With a unified voice, it can influence national policy and advise Government to ensure the impacts on services is understood and accounted for.
- With the contribution of its members, it coordinates work developing solutions for all and can respond from a position of strength to the demands placed upon it.

Our role:

Advising & Influencing	Developing	Responding
<ul style="list-style-type: none">• National Framework• Government• HMICFRS (pre and post inspection)• LGA• NPCC• APCC• JESIP• ESCMP• ESCWG	<ul style="list-style-type: none">• Leadership• Apprenticeships• Research• Collaborative procurement• National co-ordination	<ul style="list-style-type: none">• Major incidents• With resilience assets• A single voice• To consultations• To the press for all

Here are some examples of our achievements so far:

**Advising and Influencing –
The high level collective effort that means all authorities are represented with one voice**

We worked to minimise the impact of the Policing and Crime Act on fire authorities by contributing at an early stage and setting realistic expectations with Government.

We informed and shaped Government thinking about professional standards and inspection arrangements.

We have raised the profile of fire and rescue by developing a more regular dialogue with Government to ensure the issues we face are understood and considered and has presented a coherent argument to the Treasury supporting the position of all services on funding settlements.

We have provided strategic peer-to-peer support to chiefs and chairs in counties where Police and Crime Commissioners are taking on or considering the Governance of fire and rescue.

We continue to support multi-agency national projects and programmes to ensure all fire authorities benefit from the end products; examples include Emergency Services Network project, JESIP, Emergency Services Collaboration Working Group

Developing –

is a proactive state that says we are forward looking, we are looking at the challenges ahead and we are preparing for them.

We drive continuous improvement by maintaining the first ever nationwide operational and organisational learning tool allowing us to collate learning from all sources including the inspectorates, identify common issues and spot trends then respond to them proactively helping fire authorities meet the expectations placed upon them.

We are carrying out research to inform development of a toolkit and guidance to help us develop robust and accurate integrated community risk management plans (IRMP).

We are developing a leadership framework, competency frameworks, training programmes and new trailblazer apprenticeships - maximising the training levy available from Government - to help us attract new staff to our organisations; train our existing staff against nationally accredited programmes; and offer the career progression associated with an employer of choice.

Examples include

- the operational firefighter trailblazer apprenticeship
- the fire safety competency framework
- a train-the-trainer package for junior fire setter intervention programmes
- a national brand for our fire cadets, national syllabus of learning materials plus a recommended supplier catalogue making the procurement of fire cadet uniform and equipment easier and cheaper.

We are leading a digital programme to future proof the sector, help us collate and use data better to help evidence decisions and allow us all to connect better to each other

We established a collective approach to research and development to ensure we horizon scan for new technology and initiatives that could lead to improved community outcomes, focus research efforts where they are most needed and share results saving fire authorities time and money.

We developed collaborative procurement frameworks working with both end users and suppliers leading to fewer specifications, driving down prices and seeing savings for authorities soar from £2M in 2016/17 to nearly £4M in 2017/18.

We are leading coordinated campaigns to reinforce the brand of the fire and rescue, build the confidence of the public and ensure wherever you live in the country you are getting the same message about keeping safe, preventing fires and more. Examples include Fire Kills, On-Call Recruitment and Fire Cadets.

We are leading a collaboration with police, ambulance, HM Coastguard and RNLI to create the StayWise digital platform hosting the education resources of all agencies aimed at children and young people. Removing duplication, helping to reduce risk of incorrect messages given by staff from all agencies and giving them all a broader range of tools far beyond what any single service could achieve for the same investment.

Developing –
is a proactive state that says we are forward looking, we are looking at the challenges ahead and we are preparing for them.

We are coordinating development of training and support tools for staff working on interventions aimed at improving outcomes for children and young people and affecting positive behavioural change. This includes Fire Cadets, Princes Trust and FireSetters underpinned by centrally led work to improve Safeguarding procedures.

Responding –
is the inevitable, when things do go wrong, this is what we do for everyone.

We represent fire and rescue at COBRA meetings to ensure our contribution is understood and our connections with other agencies is made – providing support to Chief Officers whose staff are responding and coordinating that communication.

We act as a conduit to manage media interest in national emergencies and incidents helping to alleviate pressure on the responding services and their officers.

We supported the Grenfell incident response from day one by providing peer support as well as coordinating assets from across the country to support the response.

We are the only organisation providing subject matter expertise on all of the MHCLG workstreams providing arising from the Hackitt review – Expert Panel, Industry Working Group, Competence, Joint Competent Authority, Ministerial Building Remediation Taskforce and Joint Inspection Team.

We secured Government funding so that we can update the national fire safety competence framework, enabling us to ensure our fire safety staff have the appropriate training and are competent to act on behalf of their authority.

We provide seamless access and assurance of our national resilience capabilities and coordinates response for authorities wherever those capabilities assets are needed saving fire authorities from maintaining specialist equipment and capabilities themselves and providing confidence that support is available when needed.

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer – Matthew Warren

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

Telephone: 07786 023436

Email: matthew.warren@cambsfire.gov.uk

DATE: 25 April 2019

FIRE AND RESCUE SERVICE INSURANCE MUTUAL - UPDATE

1. Purpose

- 1.1 The purpose of this report is to provide Members with an update on the progress being made by the Fire and Rescue Service Insurance Mutual.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the contents of this report.

3. Update on Performance

- 3.1 At its meeting on 13 February 2014 the Authority agreed to participate in establishing a Fire and Rescue Authority (FRA) Insurance Pool that would commence on 1 November 2015. A reminder of the how the pool works is attached at Appendix 1.
- 3.2 Since commencement in 2015, the Mutual has performed in accordance with estimates given at feasibility stage. In the last financial year, to 31 October 2018, the Mutual made a surplus of £226k across all members. This surplus continues to be held by the Mutual with a view to offset future member contributions.
- 3.3 Membership of the Mutual has remained constant since 'go-live' and there is an on-going ambition to grow by attracting new members. Indeed on 1 April 2019 two new members, Buckinghamshire and East Sussex, will join the Mutual having successfully satisfied comprehensive due diligence processes.
- 3.4 The management of the Mutual was re-tendered late last year, with the current Mutual Manager being selected as the winning bidder. The contract will commence imminently with no material changes made to the service provision and will allow the Mutual to go out to re-tender for the protection programme (liability protection) and motor insurance over the coming months ready for our renewal in November 2019.

- 3.5 Members will be pleased to note that Equity Redstar (our motor insurers) is based in the UK and Builders Direct SA (other insurances) although based in Luxemburg with no UK subsidiary, in the context of Brexit, will still be able to trade in the UK under temporary permissions so there is no risk with our current protection arrangements.
- 3.6 As a consortium one of the guiding principles is that we, as a group of fire and rescue services, will seek to manage risk collectively and adopt best practice where it reduces such risks. The Mutual has recently introduced an incentive scheme for vehicles fitted with CCTV technology and 'dashcams'. The Service receives a rebate on its annual charge for those vehicles that have this technology fitted. In Cambridgeshire, we are seeking to introduce this technology across our entire fleet and will save approximately £30k per annum in doing so. The risk mitigation activity remains core to the success of the Mutual and the Board continues to monitor its effectiveness.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Agenda Item 12 of CPFA Meeting on 21 May 2015 and subsequent Minutes	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

HOW THE MUTUAL WORKS

- Claims up to excess – individual Fire and Rescue Authority (no change to current process)
- Single claims between excess and £1 million (the Mutual)
- Single claims over £1 million (insurance)
- Cumulative claims (aggregate) up to £2 million (the Mutual)
- Cumulative claims over £2 million up to £5 million (insurance)

TO: Policy and Resources Committee

FROM: Deputy Chief Executive – Matthew Warren

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

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

DATE: 25 April 2019

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 April 2019, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution (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 As an outcome of the recent risk Audit it was recommended that we introduce Inherent risk scoring, to outline the impact of the risk, should we cease to implement the controls and mitigations. Work is currently ongoing to engage with risk owners and capture this information in the Strategic Risk Register.
- 5.3 The previously highest risk posed to the Service was ICT cyber-attacks at 25; however with the additional controls put in place the score has since reduced to 12. The ICT Shared Service monitor the mitigations on a monthly basis to stay abreast of current threats, ensuring appropriate defences are in place.

- 5.4 The 5 highest risks now are scoring 20, 4 of which are related to the Emergency Services Mobile Communications Programme (run by the Home Office)
- 5.5 From the previous period, there is just one risk showing an upward trend, (lack of resources making goals unachievable) from a 10 to the current 12. Nine risks have reduced whilst all other risks have remained stable
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we have seen the first of these risks reduce with the others expected to follow as the action plan continues to drive activity over the coming months.
- 5.7 Brexit remains a risk to the Service; we have been working closely with our links with Government and NFCC to establish, and where possible test, various controls.
- 5.8 Our reliance on key members of staff and resources levels mean delays may be caused to the achievement of our deliverables if they are absent from the Service; this remains a risk to the organisation. Mitigations are in place and well established in this area. There is regular monitoring of single points of failure and mitigation discussions around these. It is also acknowledged in our risk register that a major incident would divert resources away from the rest of the business and may have a long recovery time for the organisation.
- 5.9 Community safety activities have been progressing to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries.
- 5.10 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). A joint regional approach to introduce the NOGs is working well and has reduced the resource impact to the Service. We have dedicated a resource to the regional programme of work, which we are now leading on, and this is proving to be a successful delivery model.
- 5.11 The ongoing discussions around a national pay award do present a financial risk to the organisation. The risk is currently rated as high; we continue to monitor the situation and identify plans for various scenarios.
- 5.12 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.
- 5.13 The decline in incidents having an impact on operational staff maintaining competencies is a risk being managed down with a focus on exercises and station inspections. Multi operational training was undertaken at the Fire Service College, with further sessions now being planned.
- 5.14 We have closed 4 risks in this period.
- 2 for Community Safety (capacity whilst dealing with Grenfell for Home Fire Safety activity and for inspecting non domestic premises).
 - Egress is in place now providing a secure email link with partners
 - And the Inspection process has been completed
- A fifth risk, media attention on Government cuts, is currently Dormant

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 ESN will be via a MNO commercial bearer, resulting in loss of service	J. Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
Network testing to be undertaken with Cambs Police		Oct 2019		J. Barlow	
Comments					
A risk new to the Strategy Risk log, having been escalated from the ESMCP Project Risk Log in Jan 2019					
The Assure 2 network specifically for testing ESN, along with associated testing devices, are anticipated to be available late summer. Testing will comprise of “fit and forget” devices which will be installed in vehicles which travel across the County such as the Courier vans or driver training vehicles. “Hand held” devices will be taken to specific areas, locations, roads and premises. Additionally over 50 operational critical sites have been identified and will be tested for network connections. We will be working closely with Cambridgeshire Police to share the testing across the County. Once completed the level of network coverage will be understood. If there is no ESN coverage in a location or area, the risk is another contingency device on another network is likely to have the same problems					

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	20	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 6. Implement the action plan from the Risk Assurance review		1. Ongoing 2. Ongoing 3. Complete 4. Ongoing 5. Complete 6. Jan 2020		1. C Strickland 2. C Faint 3. J Sherrington 4. C Faint 5. T Mirfin 6. C Faint	
Comments					
No change to current score					
Work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

6.2 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 will not be 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					
No change to current score 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	20
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/M Warren 2. M Warren	
Comments					
Post Mitigating score has been increased from 16 on review, pending specific actions. No change to current score					
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 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.	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 resources 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. J Barlow/M Warren 2. M Warren 3. T Mirfin/M Warren	
Comments					
No change to current score					

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; we had been told a new schedule will be advised in Quarter 1 2019, whilst we are also now awaiting the full business case to be delivered; this will detail release dates and costs of technology, it is hoped. Engagement and monitoring of the situation is ongoing.

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by the HMICFRS.	Sam Smith	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Re-run Have a Go days 2. Engagement with our hard to reach communities to understand and remove barriers. 3. Review Maternity support. 4. Progressing with a further Positive Action post		1. 31 Mar 2020 2. Ongoing 3. 31st Mar 2020 4. Sep 2019		1. H. Douglas 2. F. Raoufi 3. S. Smith and T. Mirfin 4. S. Smith	
Comments					
New Strategic risk added December 2018					
Have a go days completed. A Positive Action Officer in post now working alongside a Station Commander also in a dedicated Positive Action role. Together they have created a Positive action work plan. Also delivered disability confidence placements and menopause awareness training. Maternity Package reviewed and improvements made.					
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.	Chris Parker	Service Delivery	15	12
Mitigation activities		Target completion		Owner	
1. Evaluate the model through the Community Safety Review		1. Ongoing		1. K Napier / P Middleton / D Lynch	
Comments					
No change to current score					
Safe and well visits are part of routine Watch activity supported by the community safety team. Working with partners to identify and protect vulnerable people. Purchased and distributed the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.					

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	Simon Newton	Service Delivery	15	5
Mitigation activities		Target completion		Owner	
1. Look at alternative ways to upgrade the facilities - Monks Wood 2. Put in place arrangements with other providers to cover any gaps -		1. 30/06/19 2. 30/06/19		1. M. Warren 2. J. Sherrington	
Comments					
New Strategic risk added January 2019					
Arrangements in place with Northampton FRS for using their Hot fire Training facility					

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	12	12
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. Mar 2019 passed with a "Good". Expect next audit within a year		1. 31/03/2020		1 J. Fagg	
Comments					
There has been considerable focus to reduce this risk, and as such the current score has been significantly reduced down from 25					
Concentrated efforts to mitigate this risk. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched. A series of presentations given to staff to raise user awareness of threats. Members of CISP to understand the current risks					

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.	Chris Parker	Programme	12	12
Mitigation activities		Target completion		Owner	

1. Awaiting any related recommendations from Grenfell Public Enquiry	1. 30/06/2019	1. D. Lynch
Comments		
No change to current score		
Risk based inspection programme in place. Working with local authorities to raise awareness of the proposed developments throughout the county. Utilising operational crews to increase capacity with visits to business premises. Introduced 2 Roaming Pumps to undertake additional Community Safety activity		

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 skill sets before the skill sets leaves. 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 peoples future plans as any advanced warnings will help. 4. Contract notice periods for posts were extended to three months and consider all contracts be extended to three months. 5. Put in place robust succession planning and ongoing monitoring. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Review the single points of failure document and identify mitigation actions. Reviewed every 6-12 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing		1. M Warren 2. J. Anderson 3. HoGs 4. S Smith 5. S Smith 6. T Mirfin 7. S Smith	
Comments					
No change to the risk at this time.					
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 - R032	There is a risk that owing to resources 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. IRMP 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 6. Need to put plans in place for how we will manage impacts on our revenue budget	1. April 2019 2. Fallback 3. Ongoing through Project Boards 4. Ongoing 5. Ongoing 6. April 2019	1. COAG 2. T. Mirfin 3. C. Strickland 4. C. Strickland 5. T. Mirfin 6. M. Warren
Comments		
This risk has increased from 10, with a number of issues that are coming at present, such as CSR, Pay dispute, Pension contributions		

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 DCEO role is contracted to be on permanent recall to duty 2. Pursue fall back arrangements with neighbouring FRS 3. Review scheme of delegations to ensure AC level leaders have appropriate delegated authorities		1. Complete 2. Complete 3. Apr 2019		1. C Strickland 2. R Hylton 3. J. Anderson	
Comments					
No change to the risk at this time.					
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 - 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.	Jon Anderson	Health and Safety	12	4
Mitigation activities		Target completion		Owner	

1. BSI OHSAS 18001:2007 to be reaccredited on a rolling 3 yearly cycle by external specialist auditors 2. Implement action plan following risk assurance review.	1. Apr 2020 2. Dec 2019	1. H&S team 2. Callum Faint
Comments		
No change to the risk at this time.		
Employment of specialists to provide advice and guidance in Health and Safety. Internal specialist staff and external specialist auditors undertake annual management system reviews, through interviews with H&S team and Property Group staff to determine compliance and confidence levels. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling 3 yearly cycle by external specialist auditors, due again in April 2020 Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. Conducted a risk assurance review to test this area to ensure that our understanding of the risk exposure is correct and determined an action plan from this.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R155	There is a risk that we do not measure the impact of our community safety activities meaning that we cannot demonstrate the value for money or the public value that we are delivering.	Kevin Napier	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Looking to build an evaluation framework 2. Engagement of University Placements to provide feedback on the current delivery model for Community Safety 3. Create customer conversations - Post fire engagement with those who have had a fire to understand causation factors/measure of response to indicate direction of future work.		1. Dec 2019 2. Dec 2020 3. Dec 2020		1. Kevin Napier 2. Kevin Napier 3. Kevin Napier	
Comments					
New Strategic risk added December 2018					
Processes identified & being put in place to evaluate & measure the impact of activities					

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.	Jon 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. 2. Looked to see if National Standard operating procedures can be utilised in Cambs (South East WOW). Resulted in new Contamination Policy to be reviewed and produced	1. 31/12/19 2. May 19	1. H&S team 2. W. Swales
Comments		
No change to the risk at this time.		
The risk assurance 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.		

6.4 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 – R145	There is a risk that the final arrangements for Brexit may affect certain aspects of Service Delivery	Matthew Warren	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Monitoring information as it emerges and reviews of the risk information released is ongoing within the service. When details are understood, further activities can be confirmed		1. Ongoing		1. Per Middleton	
Comments					
No change to the risk at this time					

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 death and injury of the general public.	Simon Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Training and Development of Managers in Control		1. Mar 2020		1. G. Coop	
Comments					
No change to the risk at this time.					
Recruitment Campaign(s) in place, Control Action Plan created and in place					
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.	Jon Anderson	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Staff engagement		1. Ongoing		1. H Douglas	
Comments					

No change to the risk at this time.

Raising awareness via Managers Seminars and COAG. IRMP team owned workstream to communicate and plan activities to address risk. Talent Management work stream in place. Review of Assessment Process
Review of development plans. Development Advisory Board in place

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 (NOG) 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	
1.2 year action plan for H&S (DMS481250) to be implemented		1. Dec 2019		1. W Swales	
Comments					
No change to the risk at this time.					
Team established to review the NOGs as released to determine required actions. Audit completed by the National Operation Assurance Group. Taken the lead of the regional collaboration group looking at NOGs, which is now established. Internal Operational Assurance plan and strategy in place to sample performance against NOGs. Exercises scheduled to test NOGs. Reviewed operational risk. HMICFRS have also reviewed of Operation Risk					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R149	Following the fire in Grenfell House there is a risk high rise premises in Cambridgeshire may not have satisfactory fire safety measures in place	Dave Lynch	Health and Safety	10	5
Mitigation activities		Target completion		Owner	
1. Working closely with Local Authority, monitoring agreed 2. Target at risk premises		1. Dec 2019 2. Mar 2020		1. Dave Lynch 2. Dave Lynch	
Comments					
New risk to the Strategic Risk Log in December 2018 All High Rise residential premises have been audited and placed on risk based audit programme. Joint audits completed with housing teams. Fire safety leaflet dropped to every flat in a high rise building in Cambridgeshire. Additionally, all high rise Hotel premises have been audited, with no cladding confirmed					

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
PEEL	Police Effectiveness, Efficiency and Legitimacy (Programme)
PFI	Private Finance Initiative
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service
TDG	Tactical Delivery Group
WOW	Ways of Working

BIBLIOGRAPHY

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

Distribution of all Risks across the Scoring Matrix

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R149 - Grenfell High Rise risk	R144 - Control Resourcing R158 - Ageing Training Centre	R093 - ESMCP sustainability (Issue) R164 - ESMCP ESN resilience R140 - Operational Competency levels	
	High	4	R003 - Unable to respond to Government initiatives R147 - ICCS / Mobilisation Collaboration R112 - On Call daytime availability	R046 - Skill sets to deliver Programme R136 - Grenfell Tower Response - reputation R074 - Assurance of On-call skills R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model P091 - ICT Shared Service Joint administration R146 - Mis-mobilisation P148 - HMICFRS focus and action plan R141 - Key supplier relationships	R118 - Growth in the County R132 - Major incident impacts normal service delivery R137 - Succession planning - Leadership & Management Skills R010 - Lack of Controls around H&S Legislation R094 - Cyber attacks R165 - Brexit - Supplier deliveries	R145 - Brexit R161 - workforce diversity	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP
	Medium	3	R013 - Do not articulate clear plans for long term vision 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. R088 - Horizon scanning for Government initiatives	R111- Changing profile of the wholetime Service R142 - Support to Addenbrookes hospital R007 - Insufficient funding for the new demands of Government	R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans R008 - Insufficient funding for the current Service R113 - Declining incidents impact to competence R153 - Climate change changes incident types R160 - Equal pay audit	R127 - Succession planning R032 - Lack of resources make goals unachievable R155 - Measuring Community Safety activity	R117 - Aging population
	Low	2		R087 - Available operational resources uncoordinated	R083 - National power supplies R174 - Brexit companies stockpiling chemicals R170 - Brexit public disorder R167 - Brexit fuel shortages	R001 - Reliance on key staff to deliver the core Service R009 - Lack of awareness of H&S legislation R156 - Resilience Direct R157 - Delivering Community Fire Safety	
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1	2	3	4	5
			Very Low	Low	Medium	High	Very High
			PROBABILITY				

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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DATE: 25 April 2019

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update against the projects for 2018/19.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the Programme Status Report, as at March 2019, attached at **Appendix 1**.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial years 2018/19 and 2019/20 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
 - firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,

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

5. Progress Report on Corporate Projects 2018/19

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

BIBLIOGRAPHY

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

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P108 Replacement ICCS and Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: TBC Completion Date: TBC Overall status: Amber	Timescales slipped to ensure agreement by each Service and Solicitors on procurement /contract documentation.	Progress being made on Procurement/Contract Documents and aiming to release within next 2 weeks. Communications drafted in preparation for Supplier Questionnaire (SQ) release Risks reviewed	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	Delays in procurement process
			Timescales	Slippage to SQ release date
P073 Asset Management Software Project Sponsor: Matthew Warren Project M: Stuart Grey Lead Member: NA Stage 2 Fleet and Equipment Implementation: Dec 17 ESR Mar 18	Progress and delivery date for ICT deliverables uncertain. Increased access for property (i.e. new laptop or via VDI). Awaiting Ops Team Member for assets and equipment policy work package	Stick PCs now installed in all stations to display the station dashboards Fix of password issue now in test with us Driver checks rolled out and have resulted in increased familiarisation	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Appendix 1: Business Development Programme Status Report - April 2019

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Project	Issues	Successes	Project Performance	
Stage 3 and 4 ICT/Miquet software Data ESR Dec 18 Stage 5 ICT/Health and Safety Mar 19 - Property Sep 19 Overall Status: Green			Timescales	
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Rick Hylton CFRS migration to Emergency Services Network (ESN) commencing: TBC Status: Amber	<p>Governmental Approval of the revised Full Business Case has been further delayed and no announcement is expected until Q3 2019</p> <p>Some Home Office concern raised relating to potential delays to ESN deployment if new ICCS/CAD solutions overrun. (Potential significant financial implications for CFRS) Deployment schedules and product release dates remain fluid and impact on accurate planning.</p>	<p>ESMCP Workshops in January/February well attended with representation from Suffolk/Beds and Cambs. Positive feedback and high levels of interest and some good thoughts on how ESN could assist in improving service delivery and ways of working.</p> <p>Digital Road map to be created to identify functionality and potential enablers.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on Airwave.
			Controls	
			Timescales	Still unknown
P109 VDI Upgrade Shared Service Project PM: Sarah Newton Project Sponsor: Matthew Warren Completion: May 19 Status: Green	<p>The user experience deteriorated as more users were moved on to the system. The system is not giving the performance we had anticipated.</p>	<p>XenDesktop has been rolled out service wide to Cambridgeshire, however there have been performance issues. For this reason VDI in a box has not been decommissioned and some users are still using VDI for remote</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Appendix 1: Business Development Programme Status Report - April 2019

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Project	Issues	Successes	Project Performance	
		access and on laptops. We will be addressing the performance issues with the supplier in April.	Timescales	
P088 On Call Board Project Stage 2 PM: Karl Bowden Project Sponsor: Rick Hylton Lead Member: Cllr Reynolds Completion Date: Stage 1 Feb 16 Complete Stage 2: May 16 Complete Stage 3: Alternative Appliances Jan 19 Alternative Crewing On Call standby's Mar 17 Complete Alternative Crewing W/T Secondary Contracts Jun 18 Complete Phased Response Apr 19 Sutton Trial - TBC 13.5 Ladders – Jun 19 Crewing – Jun 19 Status: Green	Phased response Project plan in place - Still awaiting response from Supplier, on the Change Request to ascertain timescales/costs etc. This delay will affect planned go live. Meeting scheduled for April with Supplier to progress.	Alternative Appliances Evaluation Report produced for Project Board – recommendations to undertake scientific testing. Once this is completed we will look to allocate to stations. Sutton Trial Involves 2/3 Firefighters driving to another station by service vehicle. All elements completed, apart from automating Control Procedures which will be driven by the Supplier Change Request (Phased Response) Deviation Reports approved to include 2 new work streams into project scope – 13.5m ladders and Crewing of Alternative Appliances. Employers Recognition Scheme underway – award of Plaque.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Phased Response workstream likely to miss planned go live, pending Supplier response. No impact to overall project

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Project	Issues	Successes	Project Performance	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: NA Contract Award Completion date: June 19 (via VEAT Notice May 17) Overall status: Green		Supplier engaged to undertake connective activities on our behalf. Looking to award contract in March. High Level technical requirements have been agreed internally. Draft Terms and Conditions have been prepared and submitted.	Board	
			Team	
			Budget	
			Risk	
			Controls	
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren / Z Evans PM: Sarah Newton Completion Date: Nov 19 Project Status : Green		Testing of the systems is still underway. Project paused as ICT focusing on deployment of VDI.	Timescales	
			Board	
			Budget	
			Team	Team established for current stage
			Risk	
			Controls	
			Timescales	

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Appendix 1: Business Development Programme Status Report - April 2019

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Project	Issues	Successes	Project Performance	
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith Completion date: Negotiations/Sign collective agreement Implementation May 19 Status: Amber	Negotiations still ongoing and are taking longer than anticipated. This has impacted on the delivery timescales of this project as plan was to go live 1 April – this has been pushed back to May 19.	Negotiation meetings every 2 weeks. FBU fed back some resistance to the proposal - further negotiations ongoing. A draft agreement has been drawn up but not agreed or signed.	Board	
			Team	Team have been formed for negotiation. This may change once we have a shift system in principle.
			Budget	
			Risk	Getting agreement via negotiations. There is a risk this will not be able to be progressed as currently struggling to find a way forward.
			Controls	Have shift system that currently functions (could go live with new system in the middle of the year).

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Appendix 1: Business Development Programme Status Report - April 2019

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			Timescales	Implementation will not meet planned timescales. Planning for May 2019 but timescales tight.
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart Grey Completion date: First phase Contract signed 31/05/18 Status: In planning	Awaiting Planning decision	All questions raised from the Planning process have been responded to.	Board	Not yet formed
			Team	Not yet formed
			Budget	Awaiting Planning decision
			Risk	Full risk review undertaken
			Controls	Board and Team not formed
			Timescales	Awaiting Planning decision
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey Completion date: TBD Status: In Planning		Board on 12/02 decided to proceed with 3 distinct phases: Refurbishment of all toilets; Conversion of offices to open plan; Extension to create a new reception, MICA and flexible working space (Planning permission will be required) Awaiting detailed plans from Supplier to take forward to planning	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	Need to understand feasibility and costings

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Type 2 Projects

Project	Issues	Successes	Project Performance	
P100 Training Recording and Competency System (TRaCS) Project Sponsor: AC Callum Faint PM: John Sherrington Lead Member: NA Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Jan 19 Stage 3: Specialist roles Stage 3 Phase 2 Support Staff TBD Overall Status: Green	No issues to report.	TRaCS Stage 2 is now to be subject to an End Stage Report which is to be presented to the March Programme Board. Development work continues aligned to Stage 3 focussing around the recording of competencies of 'specialist' officer role, Fire Protection/ Community Fire Safety etc. Meeting scheduled to discuss Stage 3 Phase 2 – Support Staff	Board	
			Team	
			Budget	
			Risk	
			Controls	
P093 Co-Responding Project Sponsor: Rick Hylton Project Manager: Karl Bowden (part of P088) Lead Member: NA Co-Responding Trial End Overall status: Amber		CFRS is in continued discussions with East of England Ambulance Service (EEAS) as to future of Co-Responding. Awaiting an agreed strategic decision on way forward. To be discussed at Programme Board.	Timescales	Aligned to project target dates for delivery.
			Board	
			Team	
			Budget	
			Risk	Provision of CBS clearance checks on new staff is slow.
			Control	

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			Timescales	National trial supported until pay settlement announced.
P096 Use of Recording Devices and Governance Project Sponsor: Callum Faint PM : Jodie Houseago Lead Member: NA Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet Jul 18 Dash Cams Sep 18 Phase 3 Body cams/Helmet cameras TBD Body Cam work linked into trial. Overall status: Green	Retrofit for high mileage vehicles requiring dash cams have 1 outstanding (courier van).	Trial continues with feedback well received. Change of approach at Dogsthorpe has been approved at Board and communicated to those involved (one watch moving forward) to try and reduce impact on individuals (identified mount issue during feedback). Footage is of a good quality.	Board	
			Team	
			Budget	
			Risks	
			Controls	
			Timescales	

Project	Issues	Successes	Project Performance	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 18 PM: Jamie Johnson Project Sponsor: J Anderson Completion Date: May 19 Overall Status: Green Replacement IRU on the run Jul 18 - Complete		<p>Rope Rescue – Now on the run - crews attended their first incident. Further one day training session planned per watch when the final item of equipment arrives; this will increase our capability at bariatric rescues. The in service reaction to the launch has been extremely positive.</p> <p>Boats – Contracts awarded 3 x boats and engines ordered. New boats are due in May and courses established; actions from the Orton Mere review are being incorporated.</p> <p>In service instructors are currently away at swift water response to ensure that we prepare staff for as many eventualities as possible.</p> <p>Paratech – We have had permission from the board to obtain a quote from the supplier of Paratech. This is a significant amount of money and will be considered at Board level.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

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Project	Issues	Successes	Project Performance	
P110 Server Upgrade Project Sponsor: Matthew Warren/Zoe Evans (Shared Service) PM: Sarah Newton Completion date: Dec 18 Overall Status: Green		Project closure report is being completed ready for approval.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P114 Intranet Refresh Project Sponsor: Hayley Douglas PM: Claire Morris Completion date: Dec 19 Status: In planning	Department champions from support departments required.	Change of website Content Management System scheduled to go live in April with training to be scheduled in March. Engagement work with operational and support staff regarding the new Intranet has been positive. Draft summary and design ready for review at march Project Board	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P116 Aerial Replacement Project Sponsor: Callum Faint PM: Matt Murdoch Completion date: Feb 21 Overall status: Green		Engagement undertaken Requirement specification completed Tender documents completed and issued 13/03/19 Returns due on 24/04/19	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Appendix 1: Business Development Programme Status Report - April 2019

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Project	Issues	Successes	Project Performance	
P119 Hydrant Software Review Project Project Sponsor: Chris Parker Project Manager: Nicola Smith Completion Date: 30 June (Review Stage) Overall Status : In Planning			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P120 SHQ Barrier Project Sponsor : TBC Project Manager: Maurice Moore Completion Date: Oct 19 Overall status: In Planning			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Glossary

Application virtualisation (APPV)
Cambridgeshire County Council CCC
Cambridgeshire Fire and Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Close Circuit TV (CCTV)
Combined Fire Control (CFC)
Community Fire Risk Management Information System (CFRMIS)
Community Fire Safety (CFS)
Comprehensive Spending Review (CSR)
Content Management System (CMS)
Digital Network Service Provider (DSNP)
East of England Ambulance Service Trust (EEAST)
Emergency Services Mobile Communications Programme (ESMCP)
ESMCP Transition Manager – (ETM)
Emergency Services Network (ESN)
Fire Protection (FP)
Fire and Rescue Service (FRS)
Fire Service Headquarters (SHQ)
General Data Protection Regulation (GDPR)
Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
Heads of Groups (HofG)
Integrated Risk Management Plan (IRMP)
Local Government Shared Service (LGSS)
Memorandum of Understanding (MOU)
Mobile Data Terminals (MDT)
National Fire Chiefs Council (NFCC)
Official Journal of European Union (OJEU)
Project Manager (PM)

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Risk Assessment Method Statement (RAMS)
Road Traffic Collisions (RTC)
Sequel server (SQL)
Skype for Business (SfB)
Station End Equipment (SEE)
Subject Access Request (SAR)
To be determined/confirmed (TBD/TBC)
Training Recording and Competency System (TRaCS)
Voluntary Ex-Ante Transparency Notice (VEAT)
Virtual Desktop Infrastructure Project (VDI)
Whole-time (W/T)

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POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2019/20

Date	Time	Venue
2019		
Thursday 25 April	1030 hours	Service HQ
Thursday 27 June	1030 hours	Service HQ
Thursday 18 July	1030 hours	Service HQ
Thursday 10 October	1030 hours	Service HQ
Thursday 19 December	1030 hours	Service HQ
2020		
Thursday 30 January	1030 hours	Service HQ
Thursday 23 April	1030 hours	Service HQ
Thursday 18 June	1030 hours	Service HQ

WORK PROGRAMME 2019/20

Thursday 25 April 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 20 December 2018	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 10 January 2019	Tamar Oviatt-Ham	
	<u>Decision</u> National Fire Chiefs Council Benefits Report	Deputy Chief Executive	
	<u>Information and Monitoring</u> Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	

	Fire and Rescue Service Insurance Mutual - Update	Deputy Chief Executive	
	Work Programme 2019/20	Deb Thompson	
Thursday 27 June 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 25 April 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Budget 2019/20	Deputy Chief Executive	
	Capital Programme 2019/20	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Treasury Management Update	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	Bi-Annual
	Work Programme 2019/20	Deb Thompson	
Thursday 18 July 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 27 June 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting TBC (May 2019)	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20	Deb Thompson	