

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 22 June 2017

10:30hr

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

AGENDA

Open to Public and Press

- 1. Election of Chairman / woman**
- 2. Election of Vice Chairman / woman**
- 3. Apologies for Absence**
- 4. Declarations of Interest**

Guidance for Councillors on declaring interests is available at:

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

- 5. Minutes of 26th January 2017 Policy and Resources Committee** **5 - 16**

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14.	Next Meeting of the Policy and Resources Committee 10 30 a.m. 28th September	
15.	Future Meetings currently all with a 10.30 a.m. start	

14th December 2017

25th January 2018

12th April 2018

28th June 2018

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

Councillor David Over (Vice-Chairman)

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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

Clerk Email: rob.sanderson@cambridgeshire.gov.uk

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

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

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

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

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

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE – MINUTES**

Date: 26th January 2017

Time: 11.05 am – 12.35 pm

Place: Fire & Rescue Service HQ, Hinchbrook Cottage, Brampton Road, Huntingdon

Present: Councillors: Sir P Brown, D Giles, M Loynes, L Nethsingha (Chairwoman), D Over (Vice Chairman), M Shellens and J Schumann

Officers: Hayley Douglas - Head of Transparency, Media and Communication, Callum Faint - Area Commander Operations Support and Combined Fire Control, Rick Hylton - Assistant Chief Fire Officer, Sam Smith - Human Resources Business Partner, Chris Strickland - Chief Fire Officer, R Sanderson - Democratic Services Officer and M Warren - Deputy Chief Executive

Apologies: Councillors: D Divine and P Sales
Officer: Shahin Ismail – Monitoring Officer

96. DECLARATIONS OF INTEREST

There were no declarations of interest.

97. MINUTES OF THE POLICY AND RESOURCES COMMITTEE MEETING ON 8th DECEMBER 2016 AND THE MINUTE S ACTION LOG

It was resolved:

To agree the Minutes of the meeting held on 8th December 2016 as a correct record.

98. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE MEETINGS HELD ON 19TH OCTOBER 2016 AND 5TH JANUARY 2017

The minutes of the Overview and Scrutiny Committee meetings held on 19TH October 2016 and 5th January 2017 were noted.

99. FIRE AUTHORITY BUDGET 2017/18

The Committee considered a report by the Deputy Chief Executive presenting the Fire Authority's Budget for 2017/18 and seeking a review of the Budget Book attached as Appendix 1 to the report and for the Committee to endorse the proposed recommendations for submission to the Full Fire Authority.

As there had been a Member budget briefing prior to the Committee before the meeting, the Deputy Chief Executive provided a light touch introduction.

It was highlighted that:

- The Revenue Support Grant has been reduced by £1.280 million, over that received in 2016/17 in keeping with the Government strategy that would see Local

Government receive no Revenue Support Grant past this Comprehensive Spending Review (CSR) period. As a result the Authority would receive a total grant, including Council Tax freeze grant and Business Rate Contributions, of £9,816k. The Revenue Support Grant and Business Rate Contributions represented £7,566k of this total and was a reduction of £1,054k over the grant received in 2016/17, equivalent to 12.2%.

- All single purpose fire and rescue authorities are funded through a two percent share of each district or unitary council's business rates income topped up by central Government. A safety net and tariff/top-up adjustment mechanism is being applied to this funding to ensure no service make excess gains or losses through this funding. Cambridgeshire Fire and Rescue Service received a top up adjustment of £2.250m which offset the loss of Revenue Support Grant (RSG).
- The recent CSR to 2019/20, presented significant financial challenges for the Authority. Grant cuts along with inflationary pressures resulting in a total pressure of £3.870 million, along with pressures from a mandated apprenticeship levy and increased business rates.
- The provisional RSG settlement was received on 15th December 2016. The budget presented assumed that there will be no change when the final settlement is received.
- After discussion at the December Policy and Resources Committee, the Authority consulted on the option to increase Council Tax by 1.9%. An update on the outcome of this consultation presented orally indicated that of the responses received, 75% were in favour of the proposed 1.9% Fire Authority levy Council Tax increase.
- The Service had established a project which has focussed on making cost savings to balance the budget over the four year period. As part of this project, the senior management team has been restructured, the on-call budget has been reduced and there has been a reduction in the Regional Contribution to Capital Outlay (RCCO) for funding, with additional reductions coming from individual groups. These savings, when taken alongside increases in Band D taxbase which was being estimated to increase by 1% per annum and a 1.9% increase in Council Tax, enables the Authority to achieve a balanced budget for 2017/18.
- Approval was being sought for a budget of £28,191,500
- The budget has been prepared for the medium term after making the following assumptions:
 - As already stated a 1.9% increase in Council Tax for 2017/18;
 - A pay award has been received for support employees, that in part, relates to 2017/18;
 - Non pay inflation will be 1%. In discussion it was explained that there was a risk on this figure as inflation was already above 1%. The anticipated costs of inflation between 2016-17 and 2017-18 were £387k an average of 1.4%. Any inflationary pressures would have to be met from within the budget.
 - 1% pay rise - this was an assumption at the current time as there were union pressures for this to be increased and currently it was the subject of ongoing discussions.

Questions / issues raised included:

- In reply to a question on whether it would be necessary to raid reserves, it was confirmed that this was not currently required as a result of the savings identified, but that reserves were available if required.
- Property Development Reserve – A question was raised regarding what this was for. It was explained that it was for all property enhancements.
- Page 19 – (39 sequential numbering) St Neots Storage, Gym (Ass Training) – It was suggested that the name of this training should be set in full on the final version of the budget book
- Page 21 (41 sequential numbering) - in response to a query regarding the section on Total Agency charges £142,000 it was explained that this was in relation to work carried out by other fire authorities on behalf of this Authority.
- On a question that on the basis that inflation will increase and will lead to higher interest rates, whether borrowing should be undertaken when interest rates were low. It was explained that at the current time as only 0.6% was being received on investments as currently set out on page 13 (sequential page 33), reserves were to be used to finance future capital expenditure rather than taking out further loans, thereby securing future savings by reducing the requirement for debt financing. Financial adviser advice would be sought if rates changed, but currently there was only borrowing of £3.2m borrowed on a 4.4% rate of interest.

It was unanimously resolved:

To agree to recommend on to the full Fire Authority the following recommendations:

1. That approval is given to a Fire Authority budget requirement of £28,191,500.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £18,375,558.
3. That approval be given to an Authority Tax for each band of property, based on the number of Band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (275,166):

Band	Authority Tax	Band	Authority Tax
A	£44.52	E	£81.62
B	£51.94	F	£96.46
C	£59.36	G	£111.30
D	£66.78	H	£133.56

4. That approval is given to the Prudential and Treasury Indicators as set out on page 9.
5. That approval is given to the Treasury Management Strategy Statement on pages 8 to 13.
6. That approval is given to the Capital Programme detailed at page 6.

7. That approval is given to the MRP Policy Statement detailed at page 14.

100. INTEGRATED RISK MANAGEMENT PLAN 2017 TO 20120

This report provided the Committee with the refreshed draft Integrated Risk Management Plan (IRMP).

As a correction it was indicated that the draft plan was attached as Appendix 2 and not Appendix 1 as stated on the front page of the report. Appendix 1 provided the Planning Framework and was now the Corporate Plan for the whole organisation. The Plan had been drawn up after looking at the performance over the last five years and the opportunities in the future.

Highlights drawn attention to included:

- The graphs and text on pages 16-18 (pages 58 and 60 of the sequential numbering) showed that there had been a steady decline in the number of incidents attended, despite a steady increase in population as a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false alarm activations. Over the last five years there had been a decline in the number of primary fires and chimney fires attended, as well as a significant drop in the number of secondary fires.
- Strategic challenges, risks and opportunities were set out in paragraph 5.4 of the cover report and on page 29-30 (pages 71 and 72 sequential numbering) which included:
 - an ageing population and the need to drive down the number of fire related deaths and injuries in the elderly age group,
 - reliance on the on-call service, while at the same time having the ongoing challenge of their recruitment and continued retention as a result of life style changes. Highlighted was the fact that when service calls were at their highest during the day, the availability of on-call fire engines was at its lowest, which was linked to the lack of achievement of the target attendance times. Currently there were ongoing negotiations with the Fire Brigades Union regarding increasing the whole-time appliance pumps by two.
 - Loosing highly skilled staff through the retirement profile, but also the opportunities for actively driving workforce reform.
 - The opportunities presented by closer collaboration with the police service and other successful collaborations to help achieve greater efficiency, improved resilience and delivery.
- As a result of the above the Service was proposing the following areas of work to mitigate the risks / maximise the opportunities:
 - diversification of the role of the fire service to provide greater value to the public by increasing the work undertaken with health and social care, together with assisting police colleagues to provide a more coherent response to certain types of incidents,

- working with representative bodies and staff to better align resources to demand and considering a range of alternative ways to support the retention of on-call staff,
 - further extend the number of safe and well visits to reach more of the vulnerable in our communities,
 - review recruitment and promotion processes to ensure any barriers are removed that might affect recruiting and retaining a diverse workforce,
 - through the Blue Light Interoperability Board, exploring the opportunities for shared estate and resources where there was a clear case to do so.
- Whilst it was recognised that the current response measures provided an accurate reflection of the Services' performance (as set out on pages 20-21 (62-63 sequential numbering), it was hard for the public to understand why there should be a slower response time for rural areas compared to urban areas for the most significant incidents. Officers were therefore proposing to consult the public and stakeholders on a single response measure across urban and rural areas.

Issues raised included:

- With logfires currently fashionable in many homes, a question was raised on whether they were causing an increase in incidents for the service. As a response an officer indicated that it was not a significant issue and that home visits included ensuring they were well maintained. There was a discussion regarding what proactive advice could be provided by the Service to highlight the importance of regular flue / chimney cleaning / the importance of closing the door on log burners to prevent carbon monoxide build up in a room. **It was agreed that Officers would look further at what additional advice could be provided and then included on the website.**
Action: Hayley Douglas
- One Member highlighted that some villages had raised issue with him of having the Service providing an appliance located in the village so that local people could use it themselves and not have to wait for a tender to arrive. In reply while the Service was always willing to look at self-help measures, these should be in respect of getting people out of a building safely and that specialist equipment for fighting the fire needed to be operated by the appropriate professional staff. Budgets were available for district councils to bid for funding distraction activities to help reduce the number of arson attacks.
- Page 24 (page 66 sequential numbering) the text regarding accidental dwelling deaths stating that so far there had been none in the current year needed to be amended, to take account of the deaths reported the previous weekend concerning two people over 65.
- Regarding a question whether the Union/ representative bodies were happy with the policy document, it was explained that the risk profile / analysis had been shared as part of the formal consultation and their comments had been taken on board in shaping the final Plan's contents.
- What the **policy was regarding firefighters tackling fires on roofs with solar panels**, with the Member citing Wiltshire Fire Authority having a policy to protect the workforce from potential electrocution? In response it was indicated that there was a Standard Operational Procedure to help reduce the risk **which the relevant Officer**

was happy to circulate to the Committee outside of the meeting. Action: C Faint

The Officers were congratulated on the excellent report with the Chairman of the Fire Authority suggesting that it should be passed on to the Police and Crime Commissioner for his information being a very informative document, setting out the work carried out by the Service. **Action. R Hylton**

It was unanimously resolved:

To approve the draft plan at appendix 2 and recommend it to the Fire Authority for public consultation.

101. UPDATE ON STRATEGIC WORKFORCE OBJECTIVES

This report updated the Committee on the Service's strategic workforce development activity and sought approval of the proposed draft strategic workforce development objectives for 2017/18. It was explained that the Service's progress had been considered against the context of the recently published Adrian Thomas independent review of conditions of service for fire and rescue staff in England, with the Government having an expectation that Authorities would consider the findings and recommendations and incorporate them into their local plans.

The Service had focused for some time on the development of its workforce, and in particular, developing the skills needed to enable it to meet the expected challenges and to be able to take advantage of future opportunities. This progress had been subject to an internal audit in March 2016, with positive feedback received regarding the direction of travel. When considering the Authority's strategic objectives for the coming year, the Thomas report had been reviewed for areas of current good practice with the full report detailing Cambridgeshire Fire and Rescue Service (CFRS) position against the five sections (listed below) included at Appendix 1 to the report:

- a) working environment,
- b) Documented conditions of service,
- c) industrial relations,
- d) retained duty system,
- e) management of the fire and rescue service.

In addition, a 'gap analysis' had also been undertaken against the Thomas Review recommendations to identify opportunities for the focus of on-going workforce development to best reflect the diverse communities served and ensure that employees were equipped to meet the future Service requirements. The identified opportunities were set out in Appendix 2 of the report. A prioritised action plan had been developed to cover a three to five year period to link to the related risks and opportunities identified in the draft Integrated Risk Management Plan for 2017 to 2020. The draft Strategic Workforce Development Objectives for 2017/18 were set out at Appendix 3 and had been drafted with reference to the gap analysis of opportunities presented by the Thomas Review recommendations. Progress against these objectives would be via internal review by the senior leadership

team and via a half and full year update to the Authority's Overview and Scrutiny Committee.

The Committee noted that the Service was in a strong position in relation to the recommendations, as many were already embedded in their work, demonstrating the proactive approach taken to strategic workforce development, reform and working practices in recent years. There was now also the opportunity to share the good work undertaken with other authorities.

Highlights / particular issues referred to included:

- Page 91 Employee Engagement Survey - as a result of the issues raised, an Action Plan had been created.
- Providing details of the management and leadership development that had been undertaken through the 'Workforce Development Strategy'.
- Page 93 on industrial relations - details on the introduction of the new whole-time shift system and on-call rostering model.
- Page 96-97- details of the measures being taken to seek to address the decline in retained (on-call) firefighters, including employing a dedicated on-call Recruitment Officer to engage with both potential candidates and local employers. It was highlighted that this appointment had, had such an impact on the ratio of successful candidates to applicants that the postholder presented a best practice case study to the Chief Fire Officers' Association (CFOA) Retained Duty System (RDS) Conference in 2016, and was also an active member of the national CFOA RDS working group. Regarding this, the Chairwoman fully supported senior officers' involvement in national level forums as it provided a valuable voice for the Service at a national level, and received the Committee's support to this. In addition, due to the small size of the senior leadership team, should such activities result in undue pressure these needed to be highlighted and reported back to the Committee, as Members did not want Officers becoming ill from work related stress.
- Page 109 - the opportunity was being taken to review the provision of the pay policy statement in alternative formats for people with sight problems and translating them into different languages.
- The opportunity would be taken to put actions into the Strategic Plan and work streams especially as most recommendations were business as usual.

Comments included;

- The Chairwoman queried whether some of the recommendations would be contentious and whether this could lead to future conflict / industrial action. In response it was explained Officers were mindful to ensure that the unions were kept fully engaged with the actions being taken on the recommendations. No concerns had been expressed in respect of them. What was an issue was in relation to the age related claim due to pensions changes. **Action: There was a request for a member briefing to be arranged regarding this issue. R Hylton / D Thompson.**

- Page 98 – a query was raised regarding whether it was necessary to require entry standards for whole-time fighters to have 5 GCSE's at grades A*-C (including Maths and English). In response it was explained that this was to ensure candidates would be able to pass the written tests that formed part of the selection process and to reflect that the role of the firefighter had become increasingly technical. There was also the need for sufficiently high academic standards to be able to potentially recruit future fire chiefs from staff within the local service. Officers were looking to ensure the entry requirements were not excluding sections of the community and the previous requirement that the GCSE's should include Science had been dropped. this already included recognising equivalent qualifications to GCSE's.
- There was discussion regarding the recommendation on fire authorities reviewing their membership profile. The consensus was that a report should not be produced until after the May County Council elections when a new Fire Authority membership would need to be agreed and by then more details would be known regarding the new joint authority and the appointment of the elected Mayor. It was suggested by one member that reviewing the membership make up and whether it was fit for purpose should be carried out on a periodic basis. It was suggested that as a first step Officers should start scoping the review to include seeking Members views outside of the meeting with a report with recommendations to be made to the new Authority post May. **Action: M Warren to speak to the Monitoring Officer Shahin Ismail to action this request.**

It was unanimously resolved to:

- 1) note the information given as an update;
- 2) approve for Officers to proceed with converting the identified opportunities from the Adrian Thomas Review into a prioritised action plan to be brought back for comment and approval;
- 3) approve the draft strategic workforce development objectives for 2017/18 and the proposed approach to review of progress.
- 4) Instruct the Deputy Chief Executive to ask the Monitoring Officer to begin scoping a membership review report so that a report with recommendations could be presented to the new Fire Authority following the May County Council elections.

102. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee received an update monitoring report providing details of the current status of projects directly linked to the delivery of corporate priorities for 2016/17 with the Programme Status Report as at January printed in colour for the Members and attached as Appendix 1 to their hard copy version.

Key issues highlighted / oral updates included:

- Virtual Desktop Infrastructure project (VDI) rollout had been protracted but there would

be a need to upgrade in due course as the supplier was doing to withdraw support for the current version. There was ongoing constructive dialogue regarding providing sufficient licences.

- Redevelopment of Yaxley Fire Station - this was now finished with the opening ceremony set for 1st March to be presided over by the Fire Authority Chairman.
- Mobile Data Terminal Review (MDT) – this was making good progress.
- Review of Rescue Capability – this was currently on hold pending a crewing decision.
- Review of Reporting – this was making good progress and should be completed soon.
- Strategic Review of Training Resources – The Deputy Chief Executive expressed confidence that in the next six months there would be a physical building.
- Milton – It was indicated that this should not have been shown as amber, as this was a Central Government led initiative for a new communications system utilising the 4G network for which the project date kept slipping.
- Emergency Services Mobile Communications Programme (SMCP)– a Member pointed out that the text in the 'Issues' column did not make sense and required re-drafting for future reports. In answer to a question it was explained that ICCS stood for 'Integrated Communications Control System'.
- Co-Responding Project – This was a national trial due to finish in February which was going well, but it was unclear at the current time whether it would be continued.
- Cambridgeshire Public Services Network (CPSN) - this was the network to all the Fire Authority's stations which was being led by Cambridgeshire County Council's Procurement Team – however due to the turnover of staff, the Service had concerns that it would not be in place at the appropriate time which was an issue not only for the Fire Authority but also for the County Council's schools. There was a request for an update, including milestones. **Action: The Committee Chairman and the Chairman of the Fire Authority undertook to raise the issue with Sue Grace / Noel Godfrey at the County Council Action: Sir Peter Brown / Cllr Nethsingha. Deputy Chief Executive to provide them with the latest correspondence as background.**

It was resolved:

To note the Programme Status Report as at January 2017.

103. COMPREHENSIVE SPENDING REVIEW UPDATE

This report provided the Committee with an update of activity completed and proposed actions with regard to the Comprehensive Spending Review (CSR) settlement. Table 1 of the report as set out below provided a breakdown of the savings required in each period of the four year CSR on the presumption of a 1% pay rise and 1% inflation which had been discussed in the earlier budget report. Sections 5.1 to 5.3 of the report provided an update on activities.

Table 1

Financial year	2016/17	2017/18	2018/19	2019/20	Total
CSR Year	1	2	3	4	
Saving required	£1.2m	£1.44m	£0.755m	£0.475m	£3.87m

Table 2 of the report as set out below provided details of the savings for CSR Year 1 (2016/17) which had all been achieved.

Table 2

CSR Year 1 – 2016/17	Saving	Running total
Savings already made from previous CSR and previous council tax increase (permitted by central government)	£0.650m	£0.650m
Increase of council tax precept by 1.96%	£0.346m	£0.996m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.271m	£1.267m
Total	Target for year = £1.2m	Actual = £1.267m
Deficit still to be found		Complete

It was explained that following achievement of Year 1, the project was now focused on CSR Year 2 (2017/18); which was the most significant year for reduction of funding with paragraph 5.6 of the report setting out details of the activities undertaken.

Table 3 of the report as set out below provided the detail of where the savings for CSR Year 2 (2017/18) had been achieved/identified. Two thirds of the savings would be made in years 1 and 2. Further to this positive position tribute was paid to the work already undertaken by Amy Jackson and Matthew Warren to identify the necessary savings to enable balanced budgets to be achieved.

Table 3

CSR Year 2 – 2017/18	Saving	Running total
Carry forward from Year 1 (extra savings made)	£0.067m	£0.067m
Reduction in group budgets – Operational Equipment	£0.010m	£0.077m
Reduction in group budgets – Training	£0.030m	£0.107m
Reduction in group budgets – Community Fire Safety	£0.025m	£0.132m
Removal of budget – Area Commander Operational Support	£0.030m	£0.162m
Removal of vacant post (part time) – Health and Safety	£0.015m	£0.177m
Removal of Deputy Chief Fire Officer role and reduction in salaries of Chief Fire Officer and Assistant Chief Fire Officer roles	£0.231m	£0.408m

*Implementation of staff suggestions (pending business case proving viability and agreement for investment)	*£0.027m	*£0.435m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.274m (estimated)	£0.709m
Removal of operational contingency budget (previous on-call budget)	£0.301m	£1.001m
Reduction of capital funding from revenue (or short term reserve usage)	£0.100m	£1.101m
Authority request to consider increase of council tax precept by 1.9%	£0.340m (estimated)	£1.441m
Total	Target for year = £1.44m	Actual = £1.441m (estimated)
Deficit still to be found		Complete

**Please note: Table 3 includes the potential staff suggestions savings; it is unlikely that they could be fully implemented in 2017/18 and may run into 2018/19.*

As a result of the above, the Authority was in a positive position moving into Years 3 (2018/19) and 4 (2019/20) and the Project Team were now focussing and planning on options moving forward.

It was resolved:

To acknowledge and note the work undertaken.

104. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

In noting the Work Programme, it was highlighted that the April meeting was scheduled too soon for the Final Accounts and taking into account the forthcoming local elections, it was agreed to cancel it.

It was unanimously resolved:

- a) To cancel the 6th April committee meeting (**Action: Democratic Services to send out cancellation**)
- b) To note the Policy and Resources Committee Work Programme subject to the above.

105. DATE OF NEXT MEETING

It was noted that the Committee would meet next on Thursday 22nd June 2017 at 10 a.m. at Fire and Rescue headquarters Huntingdon.

As the meeting was the last before the County Council elections, the Chairwoman Councillor Nethsingha took the opportunity to thank all the Members of the Committee for their contributions and helping make chairing the Committee over the last year such a pleasure.

Chairwoman / Chairman
22nd June 2017

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at 26 May 2017 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 DECEMBER 2016 COMMITTEE					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
87.	DRAFT MEDIUM TERM FINANCIAL STRATEGY 2017 TO 2020	Matthew Warren The Deputy Chief Executive	With reference to paragraph 1.3.1 of the Strategy and the reference to the assumption that the Economy would continue to grow slowly in the medium term with inflation in line with the Bank of England target. The Deputy CE was happy to add a warning note in this paragraph that this assumption could change if the Government came under pressure to change the 1% figure and agree to a higher pay settlement.	This was added to the January report.	Completed
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>

89.	EQUALITY AND INCLUSION COMPLIANCE REPORT 2015-16 FOR THE PERIOD APRIL 2015 – MARCH 2016	Sam Smith Human Resources Business Partner	<p>1) In respect of the bar chart on page 10 it was suggested that in future it would be more useful to have numbers as opposed to percentages, and to include common intervals.</p> <p>2) The final version to be approved by the full Fire Authority should include an executive summary.</p>	<p>Noted.</p> <p>Executive Summary added; report presented to Authority on 9 February 2017.</p>	Completed
90.	REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016-17	Matthew Warren The Deputy Chief Executive	<p>1) In future the colour appendix should include a key to explain what the green, red and yellow represented. Also details of Projects to year end should be provided.</p> <p>2) In respect of the table in 6.1, investigation to be undertaken and explanation provided outside of the meeting regarding the figure of -14 as the total committed to date for IT and communications, as it appeared very low when compared to the original budget and revised estimate figure.</p>	<p>Noted; Officers to include a key in future reports.</p> <p>Complete; explanation provided.</p>	Completed
91.	MEDIATION PROCESS – STATEMENT OF BEST PRACTICE	Sam Smith Human Resources Business Partner	In discussion there had been recognition of the value of working closer with other partners especially in respect of using arbitrators from	Noted.	Completed

			outside of the Fire Service as a way forward. Councillor Sales indicated that there was a Countywide Mediation Service which should perhaps be further explored – Sam Smith undertook to investigate further.	Reciprocal arrangements in place with CCC and Cambridgeshire Constabulary.	
93.	POLICY AND RESOURCES COMMITTEE WORK PROGRAMME	The Deputy Chief Executive	a) To organise a Member Briefing for the Committee on 26 th January to be held at 10 a.m.	Member briefing has been scheduled as requested.	Completed
		Democratic Services	b) The January Committee meeting should have a later starting time of 11 a.m.	Revised invitations sent out.	Completed
		Deb Thompson	c) To note the Policy and Resources Committee Work Programme with the addition of the Integrated Risk Management Plan being added to the 26 th January Agenda.	Complete; item added to the agenda.	Completed
MINUTES OF THE JANUARY 2017 COMMITTEE					
100.	INTEGRATED RISK MANAGEMENT PLAN 2017 TO 2020	Hayley Douglas	d) It was agreed that Officers would look further at what additional advice could be provided and then included on the website.	Appropriate advice added to website 31 January 2017.	Completed
		C Faint	e) Policy regarding firefighters tackling fires on roofs with solar panels to be circulated to the Committee outside of the meeting.	Policy emailed to Members.	Completed

		R Hylton	f) Report to be passed to the Police and Crime Commissioner for his information.	PCC to be included in consultation.	Completed
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	R Hylton / D Thompson	a) There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	National picture remains fluid; briefing to be arranged once final position known.	Action on hold
		M Warren	b) Deputy Chief Executive to ask the Monitoring Officer to start scoping a membership Review report including seeking existing member views so that a report with recommendations could be presented to the new Fire Authority following the May County Council elections.	Action noted; outcome of PCC business case will determine requirement for and scope of any review.	Action on hold
102.	FIRE AUTHORITY PROGRAMME MANAGEMENT - MONITORING REPORT	Cllr Sir Peter Brown / Cllr Nethsingha	a) The Committee Chairman and the Chairman of the Fire Authority undertook to raise with Sue Grace / Noel Godfrey at the County Council the issue of the progress on the 'Cambridgeshire Public Services [Network (CPSN)]' to ensure it met its target dates including details being provided on project milestones.	MW has raised with Sue Grace. Progress is now being made, although the Service is still keeping under review to ensure its interests are protected.	Completed
		M Warren	b) On the above Deputy Chief Executive to provide them with the latest correspondence.	As above; timescales have been extended. MW will provide verbal updates as and when appropriate until final decision made.	Completed
104.	POLICY AND RESOURCES WORK PROGRAMME	R Sanderson	To cancel the 6 th April meeting.		Completed

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

Date: Thursday 23 March 2017

Time: 14:00 – 14.55

Place: CFRS Headquarters, Hinchbrook Cottage, Huntingdon

Present: Councillors, S Bywater (Vice Chairman and Chairman for the meeting in the absence of Councillor Butcher), R Henson, M Jamil, M McGuire and J Peach.

Officers: Rick Hylton - Assistant Chief Fire Officer, Shahin Ismail - Monitoring Officer, Suzanne Lane – Internal Auditors RSM, Rob Sanderson – Democratic Services Officer, Chis Strickland – Chief Fire Officer, Zoe Thompson BDO External Auditors, Matthew Warren – Deputy Chief Executive, and Deb Thompson - Scrutiny and Assurance Manager

142. APOLOGIES FOR ABSENCE

The Clerk reported apologies for absence from Cambridgeshire County Councillors B Ashwood and R Butcher.

MINUTES SILENCE

At the start of the meeting all Members and Officers stood and observed a minutes silence as a mark of respect to those killed and injured on Westminster Bridge and at Westminster the previous day.

143. DECLARATIONS OF INTEREST

There were no declarations of interest.

144. MINUTES OF THE MEETING ON 5 JANUARY 2017

The minutes of the meeting held on 5 January 2017 were approved as a correct record and signed by the Chairman.

145. INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS

The Committee received a report sent out on a late despatch presented by Rick Hylton - Assistant Chief Fire Officer setting out performance against the Integrated Risk Management Plan (IRMP) targets. The report provided updates against a number of standard headings as set out below:

- ‘Accidental Dwelling Fires’ had a figure of 245 which was an increase of 8.4% in the year to date (April to February) compared to the same period last year (equivalent to 19 more accidental fires). These were mainly fires started in kitchens predominantly caused by people becoming distracted while cooking and tended to be relatively minor in nature.

- 'Deliberate Fires' - had increased by 20% in the year to date (April to February) compared to the same period last year showing a figure of 696 which was above the IRMP target. The main areas being deliberate outdoor fires, deliberate motor vehicle fires and an increase in deliberate fires in prisons. The Acting Chairman made reference to the previous report which had highlighted the significant rise in the number of calls to Peterborough Prison. As an oral update it was indicated that deliberate fires in cells had fallen since the withdrawal of privileges by the Prison Governor.

Under the heading 'Fire related Fatalities and Casualties' these had reduced by 9.6% in the year to date (April to February) compared to the same period last year (equivalent to 6 less casualties). 46 had been from accidental fires and 10 were from deliberate fires. 37 out of the 56 occurred in dwellings. *(Post meeting note: The number of fire related fatalities between 01/04/16 and 31/03/17 was 4).*

- 'Accidental Fires in Non Domestic Premises' showed a 10% decrease compared to the same period last year (equivalent of 11 less accidental non-domestic fires)
- 'Automatic Fire Alarms in Non Domestic Premises' – 4.6% decrease in the year to date (April to February) compared to the same period last year (equivalent of 2 AFA incidents per 1,000 non domestic premises less).
- Average attendance times:
 - of the first appliance / pump on scene was in line with the previous call year being 4 seconds faster call year to date.
 - Percentage of first attendance within 18 minutes was in keeping with the previous year, current call year to date was 93.5% compared to 93.4% in the 2015/16 call year.
 - Attendance times for Second Appliance were improved with current call year to date being 21 seconds faster than in the 2015/16 call year.
 - Percentage of second attendances within 25 minutes was in keeping with the previous year, current call year to date being 96.9% compares to 97.0% in the 2015/16 call year.
 - Average attendance times for first appliance to rural incidents had improved, showing 12:1 current call year to date compared to 12:24 in the 2015/16 call year.
 - Average attendance times for second appliance to rural incidents is also improved, showing 15:53 current call year to date versus 2015/16 call year.
 - Average attendance times for first appliances to urban incidents was in keeping with the previous year, current call year to date showing as 08:41 versus 08:40 previous call year.
 - Average attendance time for second appliances to urban incidents was much improved, current call year to date showing as 11:19 compared to 11:40 in the previous call year.

- On Call Availability or BA/ Crew deficient had declined slightly showing 71.5% compared to 74.7% in the 2015/16 call year to date.

It was resolved:

to note the contents of the report.

146. REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE TRANSFORMATION AND EFFICIENCY PROGRAMME (STEP) TRANSFORMATION FUND PROJECT

The Committee received a report on the review findings of the Cambridgeshire Fire and Rescue Service, Transformation and Efficiency Programme (STEP) Transformation Fund Project which had been led by Councillor Jamil.

The objective of the review had been to ascertain if the organisation had achieved the objectives set out in the transformation funding bid to Communities and Local Government (CLG) in 2014. The Service, in collaboration with its partners, was awarded £1.45m to consider alternative delivery of the STEP technology and primarily to deliver an On-Call recruitment process and had a particular focus on Value for Money.

The report set out details of the review objectives, the methodology used and details of the funding objective to develop an ambitious and innovative cloud-based solution to improve the efficiency of On-Call firefighter recruitment. The Transformation Fund bid for the collaboration had three core and one optional deliverable with the review group able to confirm that three out of the four had been delivered namely:

- Creation of a centre of excellence to accelerate development
- A shared development team consisting of specialist skill sets to deliver On-Call recruitment and other On-Call processes
- Development of a United Kingdom Fire Framework (UKFF)* On-Call strand.

In respect of the objective 'Sharing of this process outside of the collaboration through a cloud-based solution' - this was the optional deliverable which had not yet been completed, with work ongoing to engage the fire and rescue community to demonstrate the process and its associated benefits. Following the Westminster Briefing the Service was seeing active interest especially as other Services could choose to take parts of the process e.g. Human Resources, and not the whole process. At the time of writing the report six other services had expressed a firm interest including Suffolk, Cleveland and Durham. In addition, work was ongoing within the collaboration to look at an alternative cloud-based solution as detailed in the report. Having been appraised of the progress against the deliverables, the Review Group investigated further the On-Call recruitment process, as detailed in the report.

The report concluded that the Review Group were satisfied that the evidence available to them demonstrated the achievement of the funding bid objectives. They were further assured that efficiencies were being

delivered in terms of time, effort and value for money as a result of the proactive, leading role being taken by the Service, not only in the collaboration, but across the fire sector. The Review Team were able to confirm that the Service was demonstrating its commitment to recruitment, retention and overall sustainability of the On-Call Service element of the organisation through the developments being pursued.

Highlighted orally was the CFRS Award for Innovation and Improvement awarded to the STEP Development Team for their work and innovation around the introduction of the 'On-Call payment system' and 'On-Call recruitment system' which had saved the Service in the region of £20,000 a year.

An oral update on the efficiencies achieved with the paperless technology indicated savings of 37% per annum and a far higher conversion rate of successful applications using the on-line process compared to the previous paper based system. The issue going forward was continued resourcing of the project as the Government funding was coming to an end.

Having considered the findings of the review group and congratulating all those involved,

It was resolved:

To note the contents of the report.

147. BDO EXTERNAL AUDIT PLAN – AUDIT FOR THE YEAR ENDING 31ST MARCH 2017

Zoe Thompson introduced the External Audit Plan in respect of the audit for the year ending 31st March 2017 which highlighted and explained the key issues which they believed to be relevant to the audit of the financial statements and uses of resources of Cambridgeshire and Peterborough Fire Authority.

Attention was drawn to:

- The Audit scope and objectives as set out on page 4 of their report.
- the Materiality Level of £750,000 based on 2% of prior year gross expenditure and the clearly trivial threshold amount of £15,000 based on 2% of the materiality level as set out on page 5 of their report.
- The key audit risks shown on page 7 relating to 'management override' and 'revenue recognition' which were key risks inherent to all organisations.
- Risk 'Property, plant and equipment valuations' this had been highlighted as a risk due to the amount of assumptions that went into producing the figures.
- Risk 'Changes in presentation of the financial statements' this was a risk area due to the changes being introduced in the Code of

Practice on Local Authority Accounting' in the presentation of the Accounts.

- Risk 'working with partners' as the Policing and Crime Act had recently received royal ascent the external auditors would be reviewing the business case for closer working with the police and any proposed governance model.
- Page 12 – 'fees' – It was confirmed that it was not anticipated that there would be a change to the scale fees.
- Attention was drawn to the revised timetable for the production of the 2017-18 Accounts which would require them to be published by the end of July, instead of the end of September as was currently the case. The Deputy Chief Executive indicated that the Authority was already intending to work to this timetable a year early for the 2016-17 Accounts in order to carry out what was effectively a "dummy run" to identify any issues a year ahead of the statutory deadline requirement for the 2017-18 Accounts.

Questions raised included:

- A Member requested clarification regarding the text regarding 'working with partners' and who was responsible for preparing the business case as the inference was it was the Fire Authority. In response it was clarified that it would be a Police and Crime Commissioner led business case with the Fire Authority having a duty to collaborate. It was this participation the External Auditors would be reviewing. The Police Authority had their own separate external auditors to look at the Police led activity.
- The Chairman made reference to the fraud risk assessment and requested assurance of the measures to counter on-line exposure risk in respect of a potential cyber-attack. The Deputy Chief Executive explained that on a materiality perspective there was not an on-line threat as there were safeguards in terms of fire walls and security systems in place to check what information was coming in and out of the organisation.
- In respect of the changes to the Accounts Template there was a request for more detail on how the template would change. In reply it was indicated that it would better mirror the current Internal Finance Budget statements, with the primary driver being for the Accounts to be easier to read.

It was resolved unanimously to:

Note the External Audit Plan.

148. BDO PLANNING LETTER 2017/18

This letter set out details of the reports and opinions which BDO intended to issue during the course of 2017-18 which were set out as follows:

- Audit Plan – March 2018
- Report on any significant deficiencies in internal controls – July 2018
- Audit Completion Report - July 2018
- Independent Auditor's Report - July 2018 including:
 - Opinion on the Financial Statements
 - Use of resources conclusion
 - Certificate of audit closure
- WGA Assurance statement – July 2018
- Annual Audit Letter August 2018

It was highlighted that BDO's current contract with Cambridgeshire and Peterborough Fire Authority was due to end after the 2017/18 audit and that a replacement auditor would be required to be appointed by 31st December 2017.

It was resolved:

To note BDO's Planning letter for 2017-18.

149. INTERNAL AUDIT PROGRESS REPORT

The Chairman agreed to take this report under his Chairman's discretionary powers as it not been available at the time of the original despatch and had not been listed on the agenda.

The report presented by Suzanne Lane from RSM provided details on the Audit Plan progress and included a table informing the Committee of the Audit assignments that had been completed and the impacts of those findings since the last Overview and Scrutiny Committee. Two additional reports had been finalised since the production of the report, both with positive assurance. As an oral update it was indicated that the following three assignments:

- Risk Management – In Quality Assurance
- Property Maintenance
- Integrated Risk Management Planning Framework

would be reported to the next Committee meeting.

It was resolved:

To note the report.

150. INTERNAL AUDIT STRATEGY 2017-18

The Internal Audit Plan was based on analysing the corporate objectives, risk profiles and assurance framework along with other factors affecting Cambridgeshire and Peterborough Fire Authority for the year ahead, including changes within the sector.

The three emerging risks identified were:

- The Policing and Crime Act 2017 in place from 31 January 2017 introducing a number of measures including giving police and crime

commissioners the option of taking on responsibility for the governance of local fire and rescue services and placing a duty for emergency services to explore collaboration opportunities to improve effectiveness or efficiency. Within Cambridgeshire the impact of this was currently being reviewed to identify the best options, and had been included as part of Internal Audit's Governance review within the 2017/18 Audit Plan.

- Cyber risk had been included in the audit plan for 2016/17 and depending on the outcome of this review, further work might be required within 2017/18.
- There are significant changes in the requirements of Data Protection as a result of the 2016 Major Overhaul of European Union Data Protection laws. A significant amount of work had been completed in this area and while management did not require assurance at the present time, it would be kept under review.

Paragraph 2.3 pages 37-39 set out the levels of assurance given to date.

Paragraph 2.4 titled 'How the plan links to your strategic objectives' set out the following key audit areas with text indicating the rationale for their inclusion or exclusion within the strategy:

- Asset Management System –originally planned for 2016-17 but system implementation had been delayed and was therefore now planned in 2017-18.
- Governance - Transition
- Inspectorate Reviews Advisory
- Data Protection.

As well as assignments designed to provide assurance or advisory input around specific risks, the strategy also included time for tracking the implementation of actions and an audit management allocation. Full details of these were included in the appendices. (Appendix A provided details of the Internal Audit Plan for 2017-18 with Appendix B setting out the Internal Audit Strategy for 2016/17 – 2018/19)

In respect of Section 3 titled 'Your Internal Audit Service' it was highlighted that under the Public Sector Internal Audit Standards (PSIAS) Internal Audit were required to be the subject of an external quality assessment every five years. As highlighted in the detail on page 42 of the agenda, the RSM Risk Assurances Services LLP had received substantial assurance.

The Chairman raised a question regarding how the business case from the Police and Crime Commissioner (P&CC) would be reviewed. In response, it was stated that there would need to be a formal review of the Governing Body and therefore both the Fire Authority and the Police Authority would receive a similar report.

As set out on page 43 of the agenda in approving the internal audit strategy, the Committee was required to confirm assurance in four areas. Having discussed and considered each of the four assurance requirements:

It was unanimously resolved that:

- a) The overview and scrutiny committee was satisfied that sufficient assurances were being received within the annual plan (as set out at appendix A) to monitor the organisation's risk profile effectively.
- b) The strategy for internal audit (as set out at appendix B) covered the organisation's key risks as they are recognised by the overview and scrutiny committee
- c) The areas selected for coverage this coming year were appropriate.
- d) The Overview and Scrutiny Committee is content that the standards within the charter in appendix C are appropriate to monitor the performance of internal audit.

151. DRAFT ANNUAL GOVERNANCE STATEMENT 2016/17

Members received the draft Annual Governance Statement (AGS) for 2016-17 for scrutiny and comment. The Statement complemented reports already seen by the Committee during the year. It was produced using the CIPFA / SOLACE framework which provides a structure on how local authorities approach governance with the detail of what was required and the expectations of what needed be followed, listed in paragraphs 5.3 and 5.4 of the officers' report.

Attention was drawn to the top of page 57 with reference to the system of internal control setting out what changes had been made. Page 58 highlighted that following the review of the effectiveness of the governance framework, a plan to address weaknesses and ensure continuous improvement were in place. Page 58 listed the actions to be taken to deal with the governance issues identified.

During discussion:

- one Member asked for details in respect of how the new Fire Inspectorate regime compared with the previous system. Another member queried whether the new inspection regime would add another layer of bureaucracy. In response, the Chief Fire Officer explained that the new regime would be far more resource intensive with a week of evidence based inspection which would take place sometime in the next two years. He cautioned that there would need to a balancing act between the requirements of satisfying the inspectorate, with ensuring a continued high level of service to the public. The challenge would be to ensure that the inspectorate process added value.
- One Member asked whether the officers believed the Fire Service was doing a good job, and if so, why the new inspection regime was needed. In response it was highlighted that nationally the re-organisation of the Fire and Rescue Service and the initiatives undertaken had been successful in driving down the number of fires and accidents in homes. The Government however believed that there needed to be a system beyond self-assurance, in order to

receive independent confirmation that the best and most cost effective service possible was being provided to the public.

It was resolved:

To note the Draft Annual Governance Statement attached at Appendix 1 to the report.

152. OVERVIEW AND SCRUTINY WORK PROGRAMME

It had not been possible to provide a written work programme in time for the meeting, but discussions between the Chief Fire Officer and the Chairman had identified potential areas for the Committee to scrutinise and review. It was suggested that effort was concentrated on three to four areas in detail. The proposals were:

- Aerial Review – this would look at where appliances were required in terms of their location and number in the future. This would be a high cost area.
- Employee Engagement Action Plan
- Approach to Recruitment - in line with the Thomas Review recommendations and particularly the need to improve recruitment from the Black, Asian and other ethnic minority (BAME) communities and improving promotion opportunities for female firefighters.
- Safe and Well Visits – the Service had a successful track record in this area, but needed to target resources going forward.
- Collaboration Work – Interoperability Board – there was already a programme of work which the Committee might wish to review. It was explained that this was an Officer board which had been up and running for six months with all three blue light services represented, which in itself was unique. Its work involved seeking opportunities for collaboration in areas such as operations / sharing vehicles.

After discussion and at the suggestion of the Chairman and with the full support of the other Members of the Committee present,

It was resolved:

- a) That the following areas should be reviewed ranked in descending order:
 - 1) Aerial Review
 - 2) Collaboration Work
 - 3) Approach to Recruitment
 - 4) Employee Engagement
- b) Should there be capacity later in the year, then Safe and Well Visits should be added as a fifth review area, or if not, it should be added to the following year's programme.

CHAIRMAN

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 22 June 2017

FINAL REVENUE AND CAPITAL BUDGET POSITION 2016/17 AND TREASURY MANAGEMENT STATEMENT

1. Purpose

- 1.1 To report on the final 2016/17 revenue and capital budget outturn position and provide an update on the treasury management position.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- note the revenue and capital budget outturn position,
 - approve the requested budget holder carry forwards,
 - note the year-end balance sheet position as at 31 March 2017,
 - note the annual Treasury Management Statement.

3. Risk Assessment

- 3.1 **Economic** - the carry forwards and maintenance of adequate reserves will be critical over the coming years to ensure that the Authority can continue to respond to the government cuts programme whilst minimising the impact on service delivery.

4. Background

- 4.1 The budget for 2016/17 was approved at the Fire Authority meeting held in February 2016. The total budget was set at £28.453m with a total precept of £17.773m.
- 4.2 At its meeting on 30 June 2016 the Authority approved a revenue carry forward of £1.501m from 2015/16 resulting in a total net budget for the current year of £29.954m.

- 4.3 The statutory statement of accounts is nearing completion. In accordance with the Accounts and Audit Regulations 2011, the formal set of accounts will be completed and signed by the Treasurer by 30 June 2017. The regulations require the Statement of Accounts to be approved by the Authority (or a Committee with appropriate delegated powers) by 30 September 2017. This allows for the completion of the statutory audit. The Statement of Accounts will be presented to the Policy and Resources Committee on 28 September 2017.

5. Final Revenue Outturn Position

- 5.1 As part of the budget preparation process for 2016/17 a total of £650k savings were identified and applied.
- 5.2 Once again, the Service undertook a wholetime recruitment campaign to bring the operational numbers up to the budgeted position. This recruitment offset the previous under spend, resulting in the budget for wholetime firefighters being marginally over spent at the year end.
- 5.3 The budgets for support and control were under spent at year-end. The under spending was due to increased turnover and subsequent delays in recruiting to the affected posts.
- 5.4 The under spend against the supplies and services budget relates to projects running behind schedule and monies set aside for budget reductions in 2017/18 not being fully spent. In addition, there are some carry forward requests and orders not yet received; this under spend has been utilised to finance capital expenditure.
- 5.5 The operational fire budget was under spent. This budget provides for the costs of On-Call firefighters and the under spend is owing to both the On-Call firefighter establishment being below that forecast and a significant reduction in operational incidents compared with previous years. Members will recall that this budget was reduced for 2016/17, to reflect the current establishment and call levels.

6. Results for the Year

- 6.1 The final outturn position on the revenue budget, before application of carry forwards, reflects the spending trend reported to the Policy and Resources Committee in December 2016. After applying these, expenditure substantially matches budget at the year-end, with an under spend of £74k. A simple summary of the final outturn is shown below; further details, in normal budgetary control format, are set out in Appendix 1.

Budget Area	Under (-) / Over (+) £'000
Controllable expenditure/income	-2,410
Safety Netted Expenditure*	-393
Over achieved Precept income	-243
Committed Revenue Expenditure	569
Committed Capital Expenditure (Scheme in Progress)	252
Delegated Budgets Carried Forward	2,154
Rounding	-3
Final Under(-)/Over spend from 2016/17	-74

* This budget covers the demand led On-Call operational expenditure and ill health pensions.

6.2 The carry forwards are required for:

Funding requirements	£'000
Community Fire Safety	216
Operational Equipment	275
ICT Capital	100
Property Capital	351
Business Development – STEP	224
ESMCP Grant Funding	833
Fleet Capital	68
Local Resilience Forum Funding	42
Other	45

7. Balance Sheet and Reserves

7.1 The Authority's Draft Balance Sheet will be presented at the meeting. Particular attention is drawn to the position relating to the Authority's Reserves required to provide it with financial flexibility when dealing with unexpected circumstances. Specific reserves are set aside to provide for known or predicted liabilities.

- 7.2 A summary of movements in existing reserves is shown in the tables below. The useable general reserve is £2,422k.

General Reserve	Para	£000
Balance at 1 April 2016		2,348
Underspend from 2016/17 to be applied		74
Useable Balance at 31 March 2017		2,422

Earmarked Revenue Reserves

	Note	Balance at 01/04/16	In year Movement (-) funding out / funding in	Balance at 31/3/17
		£000	£000	£000
Community Safety		200	0	200
On-Call Support		975	0	975
Total		1,175	0	1,175

Capital Reserve

	Note	Balance at 01/04/16	In year Movement (-) funding out / funding in	Balance at 31/3/17
		£000	£000	£000
Property Development Reserve	7.4	10,014	-264	9,750

- 7.4 The Property Development Reserve is used to finance the costs of refurbishing and rebuilding the Authority's estate. Due to the cessation of the project moving headquarters to a new building, an investment is needed in the current building to bring it up to standard.

8. Capital Programme

8.1 The final expenditure figures on the Capital Programme are detailed in the table below:

		Original Budget	Adjustments	Revised Estimate	Actuals to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	8.2	1,731	231	1,962	939
Land & Buildings	8.3	940	776	1,716	812
Equipment	8.4	345	29	374	707
IT and Communications	8.5	350	95	445	89
		3,366	1,131	4,497	2,547
Financing					
Capital Receipts		-456	0	-456	0
Loan		0	0	0	0
Grants		0	0	0	0
Capital Grants Reserve		0	0	0	-307
Application of Capital Reserve		-1,402	-1,104	-2,506	0
Revenue Contribution		-1,508	0	-1,508	-2,240
		-3,366	-1,104	-4,470	-2,547

8.2 This budget covers the purchase of operational and non-operational vehicles. The adjustment was in respect of carry forwards for service cars, vans and fire appliances ordered in 2015/16 but not received. These adjustments were approved by the Policy and Resources Committee in June 2016. In year, the Authority purchased three fire appliances and 31 other vehicles.

8.3 This budget also covers the maintenance of existing properties and the investment in new facilities. The adjustment relates to a carry forward from last year of funds provided for the rebuild of Yaxley fire station, as well as other committed capital improvements at fire stations.

8.4 The equipment relates to operational equipment; heavy duty rescue equipment, thermal imaging cameras, radios and appliance ladders.

8.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment.

9. Treasury Management Activities

- 9.1 The Treasury Management Policy requires the Treasurer to provide the Authority with an annual report on treasury management activity as part of the final accounts process; the report for 2016/17 is attached at Appendix 2.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Final Accounts Working Papers	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 01480 444619

Appendix 1

Description	Notes	Revised Budget £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	5.2	10,523	10,762	239	2.27%
Control Room Staff	5.3	1,539	1,466	-73	-4.74%
Local Govt. Employees	5.3	3,306	3,015	-291	-8.80%
Senior Management (Hay)		2,677	2,393	-284	-10.61%
Recruitment and Training		796	842	46	5.78%
Fire Allowances		485	499	14	2.89%
EMPLOYEE COSTS		19,326	18,977	-349	1.81%
Property Maintenance		429	361	-68	-15.85%
Insurance		208	123	-85	-40.87%
Energy Costs		268	222	-46	-17.16%
Cleaning		111	107	-4	-3.60%
Rents and Rates		551	548	-3	-0.54%
PREMISES		1,567	1,361	-206	13.15%
Car and Cycle Allowances		74	82	8	10.81%
Vehicle Running Expenses		157	141	-16	-10.19%
Vehicle Insurance		172	98	-74	-43.02%
TRANSPORT AND MOVEABLE PLANT		403	321	-82	20.35%
Office Expenses		358	291	-67	-18.72%
IT and Communications Equipment		1,604	1,504	-100	-6.23%
Fire Equipment		289	281	-8	-2.77%
Uniforms and Clothing		523	497	-26	-4.97%
Other Supplies and Services		2,720	2,201	-519	-19.08%
SUPPLIES AND SERVICES	5.4	5,494	4,774	-720	13.11%
Debt Charges		2,726	2,676	-50	-1.83%
External Interest		-90	-109	-19	21.11%
CAPITAL FINANCING		2,636	2,567	-69	2.62%
CONTROLLABLE EXPENDITURE		29,426	28,000	-1,426	4.85%
Other Income		-1,300	-1,443	-143	11.00%
Other Government Grants		-415	-1,256	-841	202.65%
CONTROLLABLE INCOME		-1,715	-2,699	-984	57.38%
NET CONTROLLABLE EXPENDITURE		27,711	25,301	-2,410	8.70%
Pensions - Injury Awards		596	759	163	27.35%
Operational Fire Budget	5.5	3,054	2,498	-556	-18.21%
SAFETY-NETTED EXPENDITURE		3,650	3,257	-393	10.77%
NET EXPENDITURE		31,361	28,558	-2,803	8.94%
Over achieved Precept/NNDR Income				-243	
Committed Orders Carry Forwards				569	
Delegated Budgets Carried Forward				2,154	
Net Transfer from Control Revenue Grant reserve				0	
Committed capital orders to be finance from revenue				252	
Rounding				-3	
CONTRIBUTIONS		0	0	2,729	
CONTRIBUTION TO GENERAL RESERVE				-74	

Appendix 2

Annual Treasury Management Review 2016/17

Cambridgeshire and Peterborough Fire Authority
June 2017

Annual Treasury Management Review 2016/17

Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2016/17. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2016/17 the minimum reporting requirements were that the full Fire Authority should receive the following reports:

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

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

This Authority confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Policy and Resources Committee before they were reported to the full Fire Authority.

Treasury Position as at 31 March 2017

At the beginning and the end of 2016/17 the Authority's treasury (excluding borrowing by PFI and finance leases) position was as follows:

TABLE 1	31 March 2016 Principal	Rate/ Return	Average Life yrs	31 March 2017 Principal	Rate/ Return	Average Life yrs
Total debt	£3.200m	4.40%	38	£3.200m	4.40%	37
CFR	£3.527m			£3.229m		
Over / (under) borrowing	(£0.327)m			(£0.29)m		
Total investments	£16.112m	0.80%		£16.986m	0.51%	
Net investments	£12.912m			£13.786m		

The Strategy for 2016/17

The expectation for interest rates within the treasury management strategy for 2016/17 anticipated low but rising Bank Rate, (starting in quarter 1 of 2017), and gradual rises in

medium and longer term fixed borrowing rates during 2017/18. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

During 2016/17 there was major volatility in PWLB rates with rates falling during quarters 1 and 2 to reach historically very low levels in July and August, before rising significantly during quarter 3, and then partially easing back towards the end of the year.

The Economy and Interest Rates

The two major landmark events that had a significant influence on financial markets in the 2016/17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum. By the end of March 2017, sterling was 17% down against the dollar but had not fallen as far against the euro. In February 2017, the latest CPI inflation figure had risen to 2.3%, above the MPC's inflation target of 2%. However, the MPC's view was that it would look through near term supply side driven inflation, (i.e. not raise Bank Rate), caused by sterling's devaluation, despite forecasting that inflation would reach nearly 3% during 2017 and 2018. This outlook, however, is dependent on domestically generated inflation, (i.e. wage inflation), continuing to remain subdued despite the fact that unemployment is at historically very low levels and is on a downward trend. Market expectations for the first increase in Bank Rate moved forward to quarter 3 2018 by the end of March 2017 in response to increasing concerns around inflation.

USA. Quarterly growth in the US has been very volatile during 2016 but a strong performance since mid-2016, and strongly rising inflation, prompted the Fed into raising rates in December 2016 and March 2017. The US is the first major western country to start on a progressive upswing in rates. Overall growth in 2016 was 1.6%.

EU. The EU is furthest away from an upswing in rates; the European Central Bank (ECB) has cut rates into negative territory, provided huge tranches of cheap financing and been doing major

quantitative easing purchases of debt during 2016-17 in order to boost growth from consistently weak levels, and to get inflation up from near zero towards its target of 2%. These purchases have resulted in depressed bond yields in the EU, but, towards the end of 2016, yields rose, probably due at least in part to rising political concerns around the positive prospects for populist parties and impending general elections in 2017 in the Netherlands, France and Germany. The action taken by the ECB has resulted in economic growth improving significantly in the Eurozone to an overall figure of 1.7% for 2016, with Germany achieving a rate of 1.9% as the fastest growing G7 country.

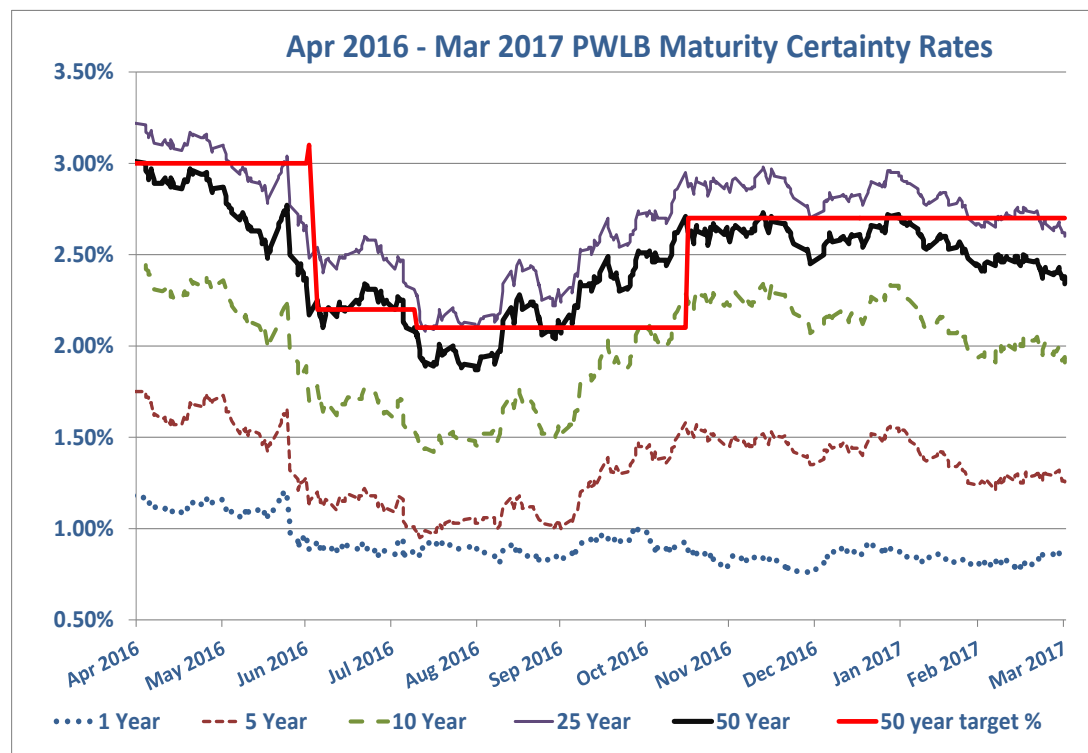
On the other hand, President Trump's election and promise of fiscal stimulus, which are likely to increase growth and inflationary pressures in the US, have resulted in Treasury yields rising sharply since his election. Gilt yields in the UK have been caught between these two influences and the result is that the gap in yield between US treasuries and UK gilts has widened sharply during 2016/17 due to market perceptions that the UK is still likely to be two years behind the US in starting on an upswing in rates despite a track record of four years of strong growth.

Equity markets. The result of the referendum, and the consequent devaluation of sterling, boosted the shares of many FTSE 100 companies which had major earnings which were not denominated in sterling. The overall trend since then has been steeply upwards and received further momentum after Donald Trump was elected President as he had promised a major fiscal stimulus to boost the US economy and growth rate.

Borrowing Rates in 2016/17

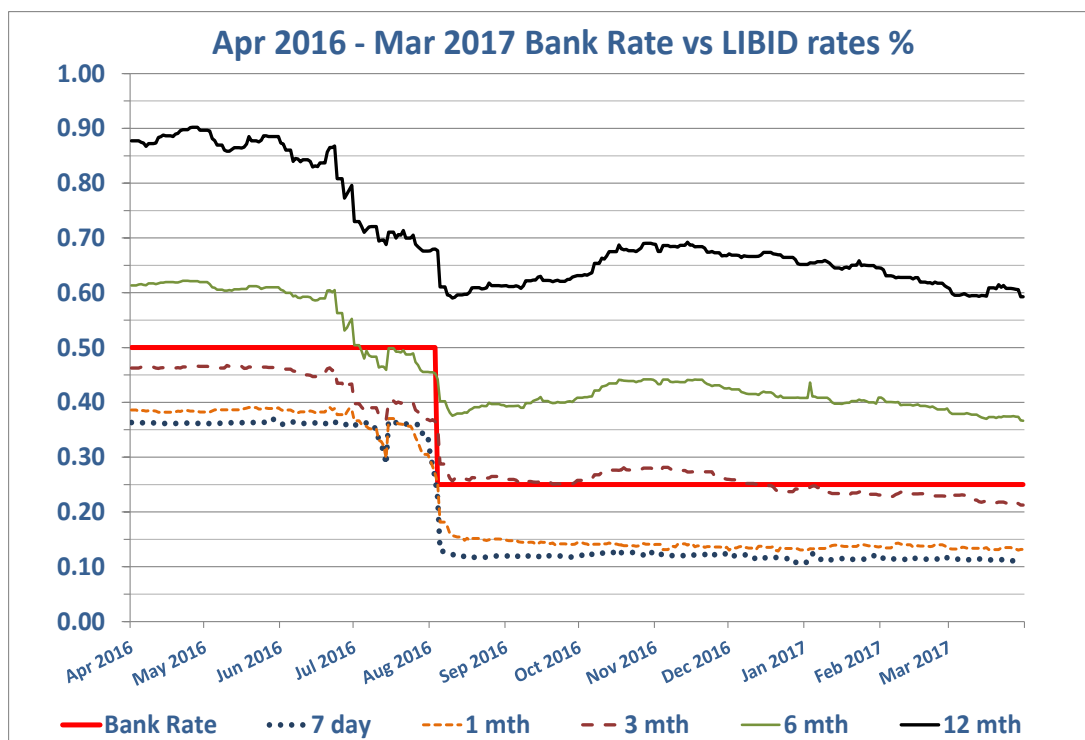
PWLB certainty maturity borrowing rates

During 2016-17, PWLB rates fell from April to June and then gaining fresh downward impetus after the referendum and Bank Rate cut, before staging a partial recovery through to December and then falling slightly through to the end of March. The graphs and table for PWLB rates below and in appendix 3, show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.



Investment Rates in 2016/17

After the EU referendum, Bank Rate was cut from 0.5% to 0.25% on 4 August and remained at that level for the rest of the year. Market expectations as to the timing of the start of monetary tightening started the year at quarter 3 2018, but then moved back to around the end of 2019 in early August before finishing the year back at quarter 3 2018. Deposit rates continued into the start of 2016/17 at previous depressed levels but then fell during the first two quarters and fell even further after the 4 August MPC meeting resulted in a large tranche of cheap financing being made available to the banking sector by the Bank of England. Rates made a weak recovery towards the end of 2016 but then fell to fresh lows in March 2017.



Investment Outturn for 2016/17

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

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

Appendix 1: Prudential and treasury indicators

-	Budget 2016/17 £m	Actual 2016/17 £m
	£m	£m
Capital Financing Requirement	3.874	3.229
Operational Boundary	3.333	3.333
Actual External Debt as at 31 March 2017		3.200
Authorised Limit	4.833	3.333
Upper limit for fixed interest rate exposure		
Net principal fixed rate borrowing / investments	100%	100%
Upper limit for variable interest rate exposure	100%	100%
Net principal variable rate borrowing / investments		
Upper limit for total principal sums invested for over 364 days	0%	0%
Maturity structure of new fixed rate borrowing during 2016/17:		
	Upper Limit	Lower Limit
under 12 months	100%	0%
12 months and with 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Agenda Item: 9

TO: Policy and Resources Committee

FROM: Head of Media and Communication - Hayley Douglas

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

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

DATE: 22 June 2017

SOCIAL MEDIA POLICY UPDATE

1. Purpose

- 1.1 To present to the Policy and Resources Committee the refreshed social media policy for staff, that includes personal and business use of social media.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to approve the policy.

3. Risk Assessment

- 3.1 **Social** – the policy aims to provide guidance to staff when using social media for work and in their personal lives to protect the reputation of the Authority and the Service and ensure neither is brought into disrepute.
- 3.2 **Legal** – the policy ensures staff are aware of issues that could result in breeches of data protection and other legislation, as well as internal policies such as information security and employee code of conduct.

4. Background

- 4.1 The Service has had a social media policy in place since it began to use social media for business use in around 2007/08. The policy has been refreshed to ensure it is up to date and that it is easy for staff to understand what is acceptable and what is not.
- 4.2 The draft policy has been written by the team within media and communication as they manage the Service's social media accounts, in conjunction with the human resources team who would support any breeches of the policy.

5. Policy Key Points

- 5.1 The policy covers all social media both current and emerging.
- 5.2 Neither the policy nor the toolkit can be expected to cover every possible eventuality that may arise in relation to the management of social media issues; both managers and employees are expected to take a reasonable approach and seek further advice from the Human Resources Group or Media and Communication Group where necessary.
- 5.3 The policy is for all staff to adhere to and breaching the policy may result in disciplinary action in accordance with the Service's disciplinary policy.
- 5.4 The Service recognises that employees make use of social media in a personal capacity outside of work. However while they are not acting on behalf of the organisation, employees must be aware that they can damage the organisation if they post material that is offensive to others or goes against the policies and values of the organisation.
- 5.5 For business use, all business social media accounts must be authorised by the Media and Communication Group.
- 5.6 An ilearn package has been developed for all staff to complete to ensure they understand the policy.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Social Media Policy	DMS#403000	Hayley Douglas Head of Media and Communication 01480 444500 hayley.douglas@cambsfire.gov.uk



SOCIAL MEDIA POLICY

This document details the policy of Cambridgeshire and Peterborough Fire Authority (the Authority) as implemented by Cambridgeshire Fire and Rescue Service (the Service/CFRS). It replaces all previous policy documents and forms relating to this subject. Its content is based on legislation and nationally agreed good practice.

This document is effective from June 23, 2017 and should be read in conjunction with the Social Media Toolkit (DMS #315551), which provides practical guidance and template documents to support the management of social media issues.

Neither this document nor the toolkit can be expected to cover every possible eventuality that may arise in relation to the management of social media issues, and both managers and employees are expected to take a reasonable approach, and seek further advice from the Human Resources Group or Media and Communication Group where necessary. Questions relating to procedure should be addressed to your line manager.

Version History

Version	Date	Comments
V2	1.2.17	Draft issued for consultation
V3	17.5.17	Final version

CONTENTS

RELEVANT DMS DOCUMENTS REFERRED TO IN THE POLICY.....

Documents	DMS Number
Social Media Toolkit	315551
Photograph and Moving Image Policy	30097
Internet Policy	3197
Acceptable Use Policy	2989
Employee Code of Conduct	11512
Information Security Policy	2988
Bullying and Harassment Policy	12067
Disciplinary Policy	269799
Grievance Policy	203040



POLICY STATEMENT AND SCOPE

The Social Media Policy applies to all CFRS employees at all times and covers both business and personal use. Fire Authority Members will also be aware of this policy.

Social media is the term commonly given to websites, online tools and other information communication technologies (ICT) which allow users to interact with each other in some way by sharing information, opinions, knowledge and interests. Social media involves the building of communities or networks, encouraging participation and engagement.

Social media encompasses many variations of online media. Examples include blogs, micro-blogs (Twitter), podcasts, 'wikis' (Wikipedia), message boards, social book marking websites (Reddit), social networking sites (Facebook, LinkedIn), video sharing sites (Snapchat, Periscope, Vine), and media content sharing websites (such as Flickr, YouTube, Pinterest, Instagram). Whilst chat rooms may not be classed as social media, the same guidance is applicable when identifying yourself as an employee of CFRS.

This policy will also apply to any new or emerging technologies or systems which may develop in the future.

Internet use on CFRS equipment must be in accordance with the [Internet Policy \(DMS #3197\)](#).

IMPLICATION RESPONSIBILITIES

- The Media and Communication team will develop, maintain and publish procedures and standards to achieve compliance with this policy.
- All employees are responsible for their own actions in the use of social media and for seeking guidance from their manager or the Media and Communication team if uncertain about how the policy impacts on their personal use.
- Managers are responsible for taking reasonable steps to ensure that those in their teams are aware of this policy, and read it as part of training. Managers can give guidance on the appropriate use of social media sites in the workplace or can refer staff to the Media and Communication team.
- If you are identifying yourself as an employee of CFRS on any social media platform, either by photos or content, then your conduct must be in accordance with the Service values and expected behaviours.
- HR advisers and the Media and Communication team are responsible for advising and supporting managers and all staff in the application of this policy.



SOCIAL MEDIA POLICY

- Fire Authority Members will have regard to this policy.

PERSONAL SOCIAL MEDIA USE

The Service recognises that employees make use of social media in a personal capacity. However, while they are not acting on behalf of the organisation, employees must be aware that they can damage the organisation if they post material that is offensive to others or goes against the values of the organisation.

Any communication that employees make in a personal capacity through social media, must not:

- Bring the organisation into disrepute, for example by:
 1. Criticising or arguing with the public, colleagues or other partner organisations
 2. Making defamatory comments about individuals, other organisations or groups
 3. Posting images or other content that are inappropriate or link to inappropriate content.
- Breach confidentiality, for example by:
 1. Publishing information about incidents that has not been released to the public
 2. Revealing confidential information owned by the organisation
 3. Giving away confidential information about an individual or organisation
 4. Discussing the Service's internal workings or future plans that have not been communicated with the public.
- Breach copyright, for example by:
 1. Publishing an image without permission of the owner of the property, if it is private
 2. Fail to give acknowledgement where permission has been given to reproduce something.
- Do anything that could be considered discriminatory against, or bullying or harassment of, any individual, for example by:
 1. Making offensive or derogatory comments
 2. Posting images or other content, or links to content, that are discriminatory or offensive
 3. Using social media to bully and / or harass another individual.



Acceptable use

For more information on acceptable use and guidance for personal use of social media, please see Personal Social Media Use Toolkit DMS #315551

If you do not operate social media for business use, please now refer to the Breach of Policy section.

SOCIAL MEDIA FOR BUSINESS USE

CFRS uses social media in a variety of ways including to warn and inform, to spread community safety messages, promote community events, inform of incidents of note, publicise recruitment opportunities, public engagement and consultations, to reach new and disengaged audiences, awareness campaigns, PR and reputation management, public accountability and supporting partner agencies.

Authorisation

Any department or station considering using a social media channel or tool should make contact with the Media and Communication team.

The set up of any additional social media channels must first be authorised by the Head of Media and Communication following the satisfactory completion of the Social Media Channel Application form [DM #313919](#).

The channel must be set up by the Media and Communication team.

Training

CFRS employees moderating and using social media exhibit a duty of care towards the Service that considers how employees represent the authority.

As employees of CFRS, staff have a duty to ensure any materials published are in no way deemed to be offensive or inappropriate.

Any individual given authorisation by Media and Communication to use social media for business purposes will therefore be required to undertake the Training for Social Media session, led by a member of the Media and Communication team, before using of social media for business purposes.

Devices

Employees using social media for business purposes should use only CFRS devices.

All photographs taken for use on social media should be taken using CFRS equipment. If employees choose to use personal equipment to take



SOCIAL MEDIA POLICY

photographs for business use, then the copyright of any images remains the property of CFRS.

Should operators of a CFRS social media channel use their own equipment for developing and uploading social content, CFRS does not take any responsibility for any damage incurred.

All copyright of material compiled for business social media usage remains with CFRS.

Care should also be taken to adhere to privacy law, which states that the owner's permission must be sought prior to photographs taken on private property being published. Permission should also be sought from any individuals, staff or externally, for any photograph to be published where they are identifiable.

Moderation

It is important when launching a social media channel for business use, that at least two individuals from the department/station are identified as the moderator for the account(s) (if not using existing corporate Service accounts). It is recommended that departments/station request additional staff to be trained as moderators if people leave, so there are two people able to manage the account.

Media and Communication must set up the accounts and hold the log-in details for any approved accounts. Media and Communication must be kept updated if passwords change. The moderator should ensure login credentials for the channel(s) are kept securely.

The moderator should be responsible for ensuring the channel(s) conform to this policy document and wider guidelines around etiquette and best practice.

The moderator should at all times act in the best interests of the organisation to ensure any content published via the channel is not deemed to be offensive or detrimental to the authority.

Where an employee is found to misuse their permission, their account could be blocked or removed or the credentials for the central account changed to prevent access. Major instances of misuse could result in the commencement of disciplinary action.



SOCIAL MEDIA POLICY

For the purposes of this policy, misuse might be considered as one or more of the following:

- Using a channel for personal gain or to solicit business
- Publishing materials that might be considered inappropriate or offensive
- Publishing materials considered to be defamatory or detrimental to the organisation and/or the public perception of the organisation
- Failing to follow advice and guidance issued in CFRS policies while using social media for business usage.

Please note, however, that this is not intended to be an exhaustive list and other examples of misuse that are not listed above may also be appropriate to be dealt with using this policy.

Whilst CFRS has no direct control over what users of the social media site contribute to a conversation, we have a duty to moderate the content to ensure it is suitable for the intended audience. This will not be used to censor legitimate conversation but will include the removal of posts with offensive or abusive language for example.

Where visitors/users of the channel submit offensive or defamatory material, it will be removed by a moderator at the earliest possible opportunity. Moderators must act promptly and without hesitation as soon as a known issue with the content is brought to their attention. This may, at times, be carried out by the Media and Communication team if they are first to notice the material.

Moderators should take decisive action to remove the offending post and block or remove the associated user if appropriate to prohibit further instances of misuse.

All offensive comments made on social media channels by visitors must be reported to Media and Communication by email immediately. If in doubt about the nature of any comments, seek guidance from a member of the Media and Communication team.

Arrangements should be made to identify an alternative individual to the primary moderator so that during periods of absence, the channel is consistently used and moderated.

Joining Up

We are keen to promote the various channels served by CFRS and establish links between them.

Channel operators should always stress the importance of linking users back to additional supplementary information found on the Service's website.

It is important that when more than one channel for CFRS is established on a social media site, that it follows/befriends all other Service channels. This will enable residents to flow through a network of related services, projects and campaigns.



SOCIAL MEDIA POLICY

Branding and Identity

When using a social media or networking site, it should be clear and apparent to the user that the channel is owned and managed by CFRS. Giving the site a sense of identity will instil a degree of trust in those who visit the site that the information is from a reliable source.

The general style and tone should mirror the CFRS website and corporate social media channels.

Escalation and Consultancy

Where issues cannot be resolved through the standard mechanism of community policing (i.e. the community moderate it) or moderator intervention, issues should be appropriately raised to Media and Communication.

If a moderator/operator encounters a query that cannot be answered in guidance material, contact the Media and Communication team.

Engagement

It is fundamental to the success of social media channels that resources employed to manage them are committed to engage with the audience.

For engagement to be effective, it supposes there will be a two-way model of communication.

Channels found to have a significant lack of participation and opportunity for dialogue will be reviewed again with a member of the Media and Communication team. Lack of participation by operators can be seen as failure to respond to direct messages, wall posts, mentions and discussion comments within a 24-hour period.

Site moderators should also be tasked as part of their responsibilities to actively participate in existing discussions that may be happening elsewhere within the networks. It may not always be appropriate to engage in discussions. They should be monitored to ensure they focus on Service issues or the provision of services by CFRS and moderators should contribute where it would be seen to be added value to a discussion, i.e. clarifying a point in question or sign-posting users to further information.

BREACH OF POLICY

All employees are required to adhere to this policy.

Employees should note that any breaches of this policy may lead to disciplinary action in accordance with the Service's disciplinary policy (DMS #269799).

Employees will be measured against the same standards of behaviour as if offline. For example, any form of harassment and/or displaying of images or



SOCIAL MEDIA POLICY

making offensive comments (this includes racist, sexist, sexually explicit, homophobic or otherwise offensive remarks) against colleagues or members of the public, will be treated just as seriously and subject to the same potential disciplinary sanctions up to and including termination of employment.

Serious breaches of the policy, for example incidents of bullying and / or harassment of colleagues or social media activity causing serious damage to the organisation, may constitute gross misconduct and therefore could lead to summary dismissal.

An aggrieved fellow employee may raise a matter under CFRS's grievance policy DMS #203040)

POLICY REVIEW AND MAINTENANCE

This policy will be reviewed at 12-monthly periods and at other times as dictated by Service needs.

Any queries in relation to this policy, or any concerns regarding inappropriate social media usage, should be directed to the Head of Media and Communication.

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 22 June 2017

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update against the corporate projects for 2017/18.

2. Recommendation

- 2.1 The Committee is asked to note the Programme Status Report as at May 2017, 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 allocation, management and control of resources to achieve them.

4. Background

- 4.1 To support the Service in its strategic planning process action plans for the financial years 2017/18, 2018/19 and 2019/20 have been drafted describing the desired outcomes for key stakeholders at the end of each of those financial years.

- 4.2 The key stakeholders 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 priorities within 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 Priorities 2017/18

- 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
Fire Authority Plan	Fire Service HQ Hinchingbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Type 3 Projects

Project	Issues	Successes	Project Performance	
<p><i>Project name change Oct 2016</i></p> <p>Combined Fire Control (CFC) Mobilising Solution upgrade.</p> <p>Sponsor: Callum Faint</p> <p>PM: John Barlow</p> <p>Lead Member: Cllr Sir P Brown</p> <p>Planned Completion: Oct 2016</p> <p>Feb 2015 Request for Change approved</p> <p>April 2015 Request for Change approved Aug 2015</p> <p>Q1 2016</p> <p>Q2 2017</p> <p>Overall Status: Amber</p>	<ul style="list-style-type: none"> Meeting with Remsdaq 25/04/17 disappointing with no evidence of progress. Following a revised solution design submitted by Remsdaq, it appears that they require C Cambridgeshire Fire and Rescue Service (CFRS) to design a network solution on which to operate their 4i product. Further internal meeting to discuss merits or otherwise of continuing with 4i Training has been postponed. "Go-Live" now unlikely to be secured by Q3 2017 		Board	
			Team	
			Budget	
			Risk	Continued provision of dual bearer
			Controls	
			Timescales	Timescales to be fully reviewed /rescoped

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:68

Author_Id: JACKIE.WATSONO

Project	Issues	Successes	Project Performance	
Virtual Desktop Infrastructure Project (VDI) Project Sponsor: M Warren PM: Stuart Grey Lead Member: Cllr S Bywater Completion Date: Rollout commence Q3 2014 Stage 1 FF Feb 15 FF Jul 15 Stage 2 All staff June 2015. Remaining support staff Nov 2015. Stage 3 closed Jan 16. Sept 2016. Rescoping to determine further stages. Completion July 2017. Overall status: Green Application Virtualisation (AppV) NOW INCORPORATED INTO THIS PROJECT	Laptop Solution not finalised – SN progressing with this. Citrix Licensing issue is almost resolved.	<ul style="list-style-type: none"> Finance, Payroll and performance team now scheduled for migration. AppV The packaging of applications for CFRS is currently up to date. 	Team	
			Board	Joint board with Bedfordshire Fire and Rescue Service (BFRS)
			Budget	On Target
			Risk	
			Controls	
			Timescales	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:68

Author_Id: JACKIE.WATSONO

Business Development Programme Status Report

June 2017

Project	Issues	Successes	Project Performance	
Huntingdon Property Consolidation Project Sponsor: M Warren PM: Stuart Grey. Lead Member: Cllr Wisson Completion Date: Options Appraisal/Business Case – Oct 2014 May 2015 July 2015-Oct 2015 Approval of Concept Design 15/03/2016 - Complete Planning Permission Sept 2016, Jan 2017 Completion (Build) Aug 2017, Jan 2018 Overall status: ON HOLD		No update – being managed as a collaborative project with the Police.	Team	
			Board	
			Budget	
			Risk	
			Controls	
			Timescales	
Huntingdon Crewing Project PM: Jon Anderson Project Sponsor: Chris Strickland Completion Date: Oct-15 May 2016 FA Paper Oct 2016 FA Paper Status: ON HOLD		On hold as forms part of the crewing negotiations.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:68

Author_Id: JACKIE.WATSONO

Project	Issues	Successes	Project Performance	
Asset Management Software Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead Member: Cllr Divine Completion date: Options Appraisal/Business Case: October 2014 Finance model complete: Jan 2016 Stage 2 Fleet & Equipment Implementation: June 2017 Dec 2017 Procurement Jan 2017 Stage 3 Property June 2018 Stage 4 ICT Dec 2018 Overall status: Green	<ul style="list-style-type: none"> Slight delay with mobile data terminal (MDT) rollout. The outcome of the MDT penetration test could delay the MDT rollout further. Interdependency with this project. Deviation report being submitted to the Board for delay in rollout (timescales) and also for additional £13000 Software maintenance and upgrade fees that were omitted from the business case. 	<ul style="list-style-type: none"> Current build on tablets has been confirmed with ICT. Issues reported to be resolved before deployment. A14 testing day was very successful exercise. Gave front line operational personnel the chance to use the system as it would be used in real life situations. Series of workshops held with operational crews to provide opportunity for them to see the kit and software as well as express any concerns or questions. 	Board	
			Team	
			Budget	Additional £13k req'd Deviation Report
			Risk	
			Timescales	Testing identified need not to roll out too quickly and include period where a station uses devices /processes to iron out any major bugs. Deviation Report
Redevelopment of Yaxley Fire Station Project Sponsor: Chris Strickland Project Manager: Kevin Napier		<ul style="list-style-type: none"> End Project report completed and approved by Project Board. Will be presented to Programme Board on 19/06/17. 	Controls	
			Board	
			Team	
			Budget	Final budget being worked out.
			Risk	
			Controls	

Business Development Programme Status Report

June 2017

Lead Member: Cllr D Over Completion date: May 2017 Overall status: Green			Timescales	Completed.
Project	Issues	Successes	Project Performance	
Mobile Data Terminal (MDT) Review Project Sponsor: Maurice Moore Project Manager: John Barlow Lead Member: Cllr S Bywater Completion date: 01/04/16 Sept 2016 31/05/17–Deviation report to extend to 01/09/17 Overall status: Green	<ul style="list-style-type: none"> Delay in deployment due to Code of Connection panel schedule. 	<ul style="list-style-type: none"> Penetration test did not identify any critical or high issues which would impact on deployment. Field testing progressing well with only minor snags 	Board	
			Team	
			Budget	
			Risk	
			Controls	
Review of Rescue Capability PM: W Swales Project Sponsor: R Hylton Lead Member: Cllr Loynes Completion date: Stage 2 Vans –On the run March 2016 complete.	<ul style="list-style-type: none"> Incident Response Unit (IRU) currently in use requires ongoing maintenance which is provided by external contractors. 	Replacement vehicle purchase agreed by Board and procurement started.	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Business Development Programme Status Report

June 2017

Stage 2 completion (date TBD) Overall Status: ON HOLD pending crewing decision with exception of IRU/Hazardous Material work stream.			Timescales	Rescue Capability on hold. IRU replacement dependent upon procurement route.
Project	Issues	Successes		
Review of Reporting PM: Nicola Smith Project Sponsor: T Mirfin Lead Member: Cllr Butcher Completion date: Gap Analysis Nov 2015 – complete Project rescope March 17 ESR #467313 Stage 2 April 2018 Overall status: Green	Delays in starting the review of how Excel is used across the Service due to resourcing commitments. Hopeful that this work will start in mid-June.	<ul style="list-style-type: none"> - HR Home Office report completed and currently in User Acceptance testing (UAT) - Business Intelligence and Process Analysts moving across to new Job Description Questionnaire - New web-based form for making report requests has been well received. 	Board	
			Team	
			Budget	Deviation Report for additional budget
			Risk	Challenging access to data sources
			Controls	
			Timescales	
Strategic Review of Training Resources	Aspects of the work package on hold.	Peterborough – On hold. £35k funds for improvements to	Board	
			Team	

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PM: John Sherrington Project Sponsor: Callum Faint Lead Member: Cllr J Schumann Completion Date: Road Traffic Collison Compounds: Sept 2016 TBC Milton Date: Sept 2016 TBC Sutton Date: Dec 2016 TBC St Neots Date: July 2017 ON HOLD Peterborough Date: Dec 2017 ON HOLD FBT – ON HOLD	<p>Whole project to be re -scoped as no longer working to the original brief.</p> <p>An End of Stage Report is currently in draft which reports on the progress of the project to date. A Stage 2 Brief is to be generated from this in relation to all remaining work streams which JS and KH are currently drafting.</p>	<p>Dogsthorpe Training Facilities. All improvements must be approved by the Project Board.</p> <p>Road Traffic Collison Compounds – St Neots, Papworth Everard and Yaxley have been removed from contract. Dogsthorpe and Milton have been added to contract (there has been no extra funding required) and contract date is to be extended to September 17.</p> <p>St Neots – On hold whilst looking at collaboration with Police and Ambulance service - possibility of a tri service hub being built.</p> <p>Sutton – 2 tenders were</p>	Budget	<p>Awaiting decision on Sutton Contract to enable full budget review.</p>
			Risk	
			Control	<p>Project being re-scoped. See Issues.</p>

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<p>Status: Amber</p> <p>April 2017 - Project re-scoped.</p> <p>End stage Report & Stage 2 Brief drafted</p>		<p>received. As there were differences in costing both companies invited to attend a post end clarification meeting before a decision was made on the awarding of the contract. Work is anticipated to take around 12-14 weeks.</p> <p>19/04 -Contract awarded.</p> <p>Fire Behaviour Training – on hold whilst collaboration work is being considered. Feasibility report was completed for Molesworth which could be reused. Looking at Monks Wood for all training. Hoping for a decision in around 6/8 weeks. Project Manager meeting with MW to discuss.</p> <p>Milton – Work has been completed on the improvements to the training building and we are awaiting Anglian Water Authority certificate before we can carry out any other improvements to the site.</p>	<p>Timescales</p>	
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Project	Issues	Successes	Project Performance	
Emergency Services Mobile Communications Project (ESMCP) PM: Emma Graham Project Sponsor: Matthew Warren CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. Status: Amber	<p>The DNSP (Vodafone) Pricing structure has caused some consternation as the costs for Cambridgeshire services are significantly higher than other regions. CFRS and Cambridgeshire Constabulary have sent a letter to the Home Office raising this issue. To date, no response has been received.</p> <p>A feedback questionnaire was released by the Home Office. This provided the opportunity to feedback on issues with how the programme is being governed including the ongoing problem of insufficient and inaccurate communications from the centre.</p>	<p>The National Transition Plan reviewed by all 3ES services and is due to go to Programme Board this week, after which time it will be released. This will allow the East of England (EoE) Regional plans to be updated with the new timescales.</p> <p>ESMCP Funding for the IT health checks, Remediation works, Integrated Command and Control System upgrades and DNSP connections has been received. Processes and procedures have been put in place to ensure this can be correctly reported on and is suitably ring-fenced.</p> <p>A meeting with all fire and rescue service Frequentis users and Frequentis is due to take place to discuss the scope and implications of the revised costs that have been released.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	Deviation Report will be drafted once formal notification of timescales is received from Home Office.

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Project	Issues	Successes	Project Performance	
On Call Review – Stage 2 PM: Gary Mitchley Project Sponsor: Rick Hylton Lead Member: Cllr P	Some parts of the On Call review are now being linked to the Rescue Vehicle (RV) crewing proposal which is currently in negotiation with	Alternative Appliances –Project team visited Suffolk Fire and Rescue on 22/03/17 to attend regional event looking at the pros and cons of alternative appliances	Board	
			Team	
			Budget	
			Risk	
			Control	

<p>Brown</p> <p>Completion Date: Stage 1 Feb 16</p> <p>Stage 2: May 31st 2016</p> <p>Stage 3: Alternative Appliances Jan 2018</p> <p>Jan 2019</p> <p>Alternative Crewing On Call standby's March 2017</p> <p>Alternative Crewing wholetime secondary contracts</p> <p>On Hold - TBD</p> <p>Status: Green</p>	<p>the representative bodies.</p> <p>Strategic stations:- Will be reviewed as part of the Integrated Risk Management Plan and when the outcome is announced we will be in a better position to identify which stations are be deemed strategic.</p> <p>Alternative crewing models - on hold.</p> <p>Secondary contracts for wholetime staff to crew On Call appliances now forms part of the rescue vehicle crewing negotiations and therefore will not be progressed until we know the outcome of the negotiations.</p>	<p>and Ultra High Pressure Lance systems. This event was very informative. The 'driver' for the changes within Suffolk Fire and Rescue Service was political. All services attending are looking at alternative appliances and associated equipment. There is a framework already in existence which is flexible/adaptable and could provide a quicker route to market.</p> <p>Potential risk will be elongated build time to meet demand across the sector.</p> <p>Alternative Crewing – formalised On Call standby process up and running. Work finalised with exception of additional Service Transformation and Efficiency Programme (STEP) process. Ongoing discussions with STEP team to work through and create process for standby activities. – Duties being monitored in the interim.</p>	<p>Timescale</p>	
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Project	Issues	Successes	Project Performance	
Structured Query Language (SQL) Server Database Migration Project Project Sponsor: J Fagg Project Manager: D Reeson Lead member: Not required on this project. Completion Date (new server environment): April 2015 July 2015 Sept 2015 Stage 2 Migration work Oct 2016 May 17 Overall status: Green *Interdependency with Review of Reporting/ VDI/Asset Management and 4i.	<p>Further decommissioning of live schemas cannot take place until 4i and new asset management database are fully implemented.</p> <p>Current project end date is end of May 2017 and will slip due to above. Deviation Report to be submitted after May 17.</p> <p>Oracle must be removed by December 2017 – 4i/NX data will need to be moved – currently discussing with Remsdaq.</p>	<ul style="list-style-type: none"> Oracle live schemas decommissioning started 77% completed. Oracle test schemas decommissioning 95% completed. 	Board	
			Team	
			Budget	
			Risk	Oracle must close down by Dec 2017
			Control	
			Timescales	This project is being driven by 4i and asset management projects. Timescales may need to be reviewed. Deviation Report to be submitted.

Project	Issues	Successes	Project Performance	
Co-Responding Project Sponsor: Rick Hylton Project Manager: Simon Newton Lead Member: TBC 6 Month Trial to commence April 2016 RfC to defer to May 2016 Co-Responding Trial End Sep 2016 Nov 2016 Feb 2017 Mar 2017 May 2017 Overall status: Green	<ul style="list-style-type: none"> The lack of clarity around extending the trials has meant that the Co-Responding Board have decided not to add further stations to the trials at this point. Additional budget required to extend the trials has been agreed and sourced at Board level. Deviation Report drafted for extension to timescales and budget. No requirement for report to go to Programme Board as national directive. Agreement with 	<ul style="list-style-type: none"> Trials have been extended to May when progress against the key areas of concern for the Fire Brigades Union (FBU) will be reviewed. (These are pay, H&S and Training). If sufficient progress is made the trails could be extended to November. As a result of above CFRS have extended our trials in line with the National Trials. Ongoing contribution to national work to support the emergency medical response trials in terms of data. Ongoing attendance at cardiac 	Board	
			Team	
			Budget	Additional budget agreed for extension of trial
			Risk	
			Controls	.

	<p>Programme Manager that 'open ended' Deviation Report will be maintained for deviations and approved at Board level.</p>	<p>arrest incidents with positive interventions being made.</p> <ul style="list-style-type: none"> • Standard Operating Procedures updated following collaboration with key stakeholders to clarify the issue of driving East of England Ambulance Service Trust (EEAST) vehicles at incidents. • Trauma Risk Incident Management process being undertaken in service. • Working with EEAST locally and Regional working group to provide bereavement training to co-responding staff. 	<p>Timescales</p>	<p>National trial extended to May 2017.</p>
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Project	Issues	Successes	Project Performance	
Comprehensive Spending Review Project Sponsor: Chris Strickland / Matthew Warren Project Manager: Callum Faint Lead Member: TBC Completion Date: Overall status: Green		End Stage Report to be presented to Programme Board. Year 1 and 2 savings achieved and in place (£2.6M of the £3.9M achieved and in place). Project will stand still for a short time to allow councils and local authorities to fully understand business and property growth and forecasts as this will have a bearing on what we need to do in the future.	Board	
			Team	
			Budget	
			Risk	
			Control	
Use of Recording Devices and Governance Project Sponsor: Callum Faint PM : Trudi Hellwing Lead Member: TBC Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet 30/04/17 Phase 3 Nov 17 Body cams/Drones. Any Body Cam work will be as part of national trial.	Premier Hazard software upgraded which has caused a 'glitch'. Being addressed by ICT with supplier.	<ul style="list-style-type: none"> An article was included within SEN and the On Call Bulletin to communicate the policy with all employees. Timespace have re-written their software and initial testing has been successful. A meeting has been arranged for an alternative supplier of the Timespace equipment following the closure of the previous supplier company. Entire fleet to be fitted with CCTV cameras. – 6 1st ways to be fitted initially once alternative supplier located. A Memorandum of 	Timescales	
			Board	
			Team	
			Budget	No budget allocated; sponsor dealing.
			Risk	
			Control	

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Overall status: Green		<p>Understanding for drones has been agreed with Cambridgeshire Police and is being drawn up.</p> <ul style="list-style-type: none"> • Evaluation of dash cams requirements has begun. Will be fitted to all silver fleet. • Progress is continuing on other elements of ICT's work package • Change to scope – deviation report to be completed once details understood. 	Timescales	
Cambridgeshire Public Services Network (CPSN) Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Completion date: June 2019 (via Voluntary Ex Ante Transparency or VEAT Notice May 2017) Overall status: Red	<p>Discussions on the best way forward have continued within the partnership. Realisation that the Jun 2018 deadline for migration will not be met has led to agreement in principle that a VEAT notice will be issued by each partner to extend the existing CPSN contract by 12 months. Agreement from all partners to this approach is still awaited. This should allow time to run the procurement and to migrate to the new solution.</p>	<p>If the VEAT notice is issued and not challenged, the risk and timescale performance measures will reduce to amber.</p>	Board	
			Team	
			Budget	
			Risk	<p>Risks re collaboration / financial risk</p>
			Controls	<p>Currently reliant on CCC/LGSS for progress</p>
			Timescales	

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Project	Issues	Successes	Project Performance	
Training Recording and Competency System (TRaCS) (IPDS) Project Sponsor: M Moore PM: Bren Morgan Lead Member: TBC Completion date: Options Appraisal/Business Case 01/04/2017 Overall Status: Green	Awaiting confirmation of available budget for this project.	Options Appraisal completed on the 1/4/2017 - Scoring completed. Due to the close scoring of 2 of the options a strategic decision required as to whether we develop a solution or go to tender. Meeting held to discuss which option to choose. Preferred option Collaboration – will trial for 6 months and re-evaluate.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
Unified Comms (Shared Service Project) Project Sponsor: M Warren /Z Evans PM: Sarah Newton Lead Member: N/A Completion Date: Sept 2018 First Stage Initiation: TBC Overall status: Green		Engaged with supplier and commenced discussions on project plan and timescales. Background work on infrastructure requirements commenced.	Board	
			Team	Team will be established for each phase.
			Budget	
			Risk	
			Controls	
			Timescales	

Project	Issues	Successes	Project Performance	
Community Fire Risk Management Information System Project Sponsor: Jon Anderson PM: Stuart Grey Lead Member: TBC Completion date: TBC Overall Status: Green	The progress of this project will be determined by the availability of key staff.	The Brief has been agreed by the Project Board. Due to resource constraints for key staff the progress will not be as quick as originally proposed and project will be prioritised into phases. Kick-off and scoping meeting Workshop scheduled for 10 th May Updating current software -short audit functionality has been developed by Civica and is to be procured for CFRS.	Board	
			Team	
			Budget	Budget yet to be identified and agreed
			Risk	
			Controls	
			Timescales	
Internal interactions Project Sponsor: Hayley Douglas PM: JJ Penney Lead Member: TBC Completion date: Options and Business Case Sept 2017 Overall Status: In Planning			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Business Development Programme Status Report

June 2017

Type 2 & Type 1 Projects

Project	Comment	Project Performance	
Gartan Flexible Duty System & Control PM: Steve Beaton Proj Sponsor:	Project to be closed down End Project Report required –Programme Officer to talk to SB.	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
CFOA Protective Marking Project Sponsor: C Faint Project Manager: D Taylor TBC Date for Recommendations: March 2016 Overall status: On Hold	Project on hold	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	
ICT Assistive Technology Project Sponsor: John Fagg PM: Jodie Papworth Start Date June 2015 Completion Date: TBD Overall Status: On Hold	Project on Hold	Board	
		Team	
		Budget	£15k
		Risk	
		Controls	
		Timescales	

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Project	Comment	Project Performance	
Fire ground Radios Project Sponsor: Maurice Moore PM: Brett Mills Completion date: Feb 2016 Jan 17 April 2017 Deviation Report Overall status: Green	<ul style="list-style-type: none"> All radio's rolled out to operational crews and Flexi Duty Officers. Hand held mic's purchased and received for Multi-star appliances (2 per aerial appliance). This has been handed over to the Multi-star user group. Fire-ground radio interoperability confirmed with Duxford Imperial war Museum. Interoperability work on-going with Cambridge Airport (radio channel programming) Lessons Learned completed and End Project Report to be finalised and submitted to Programme Board. 	Board	
		Team	
		Budget	£50k
		Risk	
		Controls	
		Timescales	
Smartboard Replacement Project Sponsor: J Fagg Project Manager: Rudy Boddington Completion date: Dec 2017 Overall Status: In Planning	<ul style="list-style-type: none"> Project re-initiated and revised Brief presented to May Programme Board. 	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 22 June 2017

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER - MONITORING REPORT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an updated strategic risk report, as at May 2017, 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.
- 2.2 The Policy and Resources Committee is also asked to note the Strategic Risk Review which is attached at Appendix 1.

3. Risk Assessment

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

4. Background

- 4.1 Risk management is a key element of corporate governance. It enables the Authority to;
- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
 - focus on priorities,
 - reinforce good practice,
 - encourage improved planning,
 - challenge poor performance.

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

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in section 5.8. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The detail of all **High** and **Very High** risks is included below for the review of the Policy and Resources Committee.
- 5.3 The following two risks are scored as **Very High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	20
Mitigation activities		Target completion		Owner	
1. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched. 2. A series of presentations given to staff to raise user awareness of threats 3. Members CISP to understand the current risks 4. Liaising with Police cyber security specialists to raise our awareness. 5. Antivirus software is utilised across the Service 6. Servers are patched and maintained at current levels to address new and emerging threats. 7. Access rights of users are controlled (set to minimum levels) 8. iLearn module on information security course mandatory for all staff to raise awareness. 9. Proven back-up solution to ensure that we can recover from ransom ware attacks. 10. On the back of the NHS cyber-attacks all servers have been patched an brought up to the latest editions of protective software 11. Implementation of additional ICT Security toolsets		1. Annually set date (not published to ensure test is realistic) 2 - 9 Ongoing reviewed and incorporated in the ICT Service Improvement plan - Reviewed Monthly. 10. Complete 11. August 2017		1-11. J Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our mitigation actions through regular penetration testing. Mitigations are monitored monthly through the ICT Service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	John Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Safe and well visits are part of routine Watch activity supported by the community safety team 2. Working with partners to identify and protect vulnerable people 3. Purchasing portal misting systems to be implemented in people’s homes.		1. Ongoing 2. Ongoing 3. Ongoing		1. K Napier 2. K Napier 3. K Napier	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R100	There is a risk that the ICT shared services BFRS and CFRS 2 employers causing friction between members of staff leading to a loss of productivity and staff directly affecting the ability of ICT shared Service to deliver to meet the needs	John Fagg	Service Delivery	25	20
Mitigation activities		Target completion		Owner	
1. Continued negotiations with Bedfordshire to attempt to find a resolution. 2. Re-evaluation of posts to ensure that they are reflective of the role and pay is appropriate 3. Independent review of pay conducted.		1. Ongoing 2. Ongoing 3. Complete		1. J Fagg 2. J Fagg 3. J Fagg	
Comments					
This risk is live the negotiations are ongoing with Bedfordshire to seek an effective resolution.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the services currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.	John Fagg	Financial	25	15
Mitigation activities		Target completion		Owner	
1. Setting up an information governance board to provide leadership and direction to the future activities and controls for the Service. 2. Audit of data that the organisation is holding and the uses of that data 3. Information gathering and gaining knowledge on the GDPR and how other organisations are preparing 4. Information and knowledge sharing with COG and other Managers within the service 5. Project initiated to manage the gap analysis and compliance work required. 6. Practitioner training in GDPR is being undertaken by 3 staff		1. End July 2017 2. December 2107 3. August 2017 4. July 2017 5. June 2017 6. June 2107		1. J Fagg 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg	
Comments					
This risk will remain very high until further information is gathered from the Practitioner training in June. Once completed this will inform the project of the required steps to enable the Service to move towards compliance.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R091	There is a risk that due to difficulties in the joint administration of the ICT shared Service, it may need to be re-in sourced causing a budgetary increase and loss of resilience	Matthew Warren	Finance	20	12
Mitigation activities		Target completion		Owner	
1. ICT Shared Service Board to monitor and work to resolve issues 2. Review the existing Shared Service structure to check it has capacity to meet the requirements 3. Implement new technologies to reduce the system maintenance overheads.		1. Ongoing 2. Complete 3. Ongoing		1. M Warren 2. J Fagg 3. J Fagg	
Comments					
This is a risk has been increased to a very high from a high. Work is ongoing within the shared service to reduce the probability of this risk being realised. The team structure has been reviewed and recommendations made to the Shared Services Board. agreement is still awaited.					

5.5 The Emergency Services Mobile Communication (ESMCP) Project triggers three **Very High** event driven risks with a status of live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control		1. Ongoing		1. M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The Home made an announcement regarding the ESMCP project timescales slippage in September 2016 however there is still no clarity on dates for the project moving forward. Engagement and monitoring of the situation is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted	Matthew Warren	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. J Barlow/M Warren 2. M Warren	
Comments					

This risk sits largely outside of the control of the Authority as it is created by an external project. The Home made an announcement regarding the ESMCP project timescales slippage in September 2016 however there is still no clarity on dates for the project moving forward. Engagement and monitoring of the situation is ongoing.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for CFRS to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. Continuing delays impact upon our 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 and M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The Home made an announcement regarding the ESMCP project timescales slippage in September 2016 however there is still no clarity on dates for the project moving forward. Engagement and monitoring of the situation is ongoing.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R010	There is a risk that due to a potential lack of controls around the application of legislations i.e. Health and Safety/ Asbestos exposure/Legionella, which may lead to breach's with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and safety	16	4
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with H&S team and Property Group staff to determine compliance and confidence levels 3. BSI OHSAS 18001:2007 held since 2011 and recredited on a rolling 3 yearly cycle by external specialist auditors, due again in April 2017 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete		1. R Hylton 2. C Faint 3. H&S Team 4. H&S Team 5. T Mirfin	
Comments					

The mini PEEL review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. For this reason the risk score has been increased and the risk moved to an active status. Work is in progress to implement an action plan to improve the Health and safety controls and therefore reduce the risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Streamline and improve the recruitment process through STEP 2. Improving attractiveness of roles through use of more flexible employment terms. 3. On call review project to look at the Service as a whole 4. Negotiations with the Union regarding the rescue vehicle crewing		1. Complete 2. Complete 3. April 2018 4. June 17		1. T Mirfin 2. Chief Officers Group (COG) 3. R Hylton 4. J Anderson	
Comments					
Work on the mitigation activities is progressing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R112	There is a risk that with On call availability declining our availability is not aligned to incident call demand meaning during the day time we do not have sufficient on-call fire cover.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Negotiations with the Union regarding the rescue vehicle crewing 2. On Call review to consider different approaches to crewing and appliances/equipment		1. June 17 2. April 19		1. J Anderson 2. G Mitchley	
Comments					
Work is ongoing with the mitigations and more should be known about the crewing negotiations in June which will impact to this risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R074	There is a risk that with reducing calls the service needs to be assured of the competencies of the On-Call staff, there is a risk of health and safety incidents occurring.	Rick Hylton	Health and Safety	15	10
Mitigation activities		Target completion		Owner	
1. Ongoing review Project Review On-Call 1a. Review skills set and assess where skill sets may need to be increased. 1b. Review alternative models for the provision of on-call, consider if the TDG may be able to provide support 1c. Review of equipment used on On-Call appliances		1a-f. Ongoing 2. TBC 3. Complete 4. Ongoing 5. Ongoing		1. R Hylton/G Mitchley 2. R Hylton 3. R Stacey 4. M Moore 5. S Newton	

1d. Review the types of appliance used by the on-call 1e. Investigate the option of On-Call TDG 1f. Review secondary contracts for Wholetime 2. Implement recommendations from the On-Call review project 3. Increasing support to on call staff from Wholetime staff 4. Ongoing programme of Station inspections which provide a view of competences and then there is an accompanying support to bring up competencies where required. 5. Co-responding project to encourage retention		
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Business Continuity Plans in place for critical areas. 2. Pre planning for Pandemics/Flu. - Influenza Management team set up and in place. 3. BS standard achieved 4. Shared Services for ICT established to share skills with other authorities. Structure now in place. 5. The workforce development strategy is developed and maintained by the Development Steering Group. 6. Consider the creation of a local authority controlled company which will incorporate Shared Services and provide resilience, subject to FA approval. 7. Put in place succession plan under the management of Development Steering Group 8. Review of organisational structure after a year of operation 9. Look to the wider partners for collaboration opportunities in particular the Police with a view to sharing Support Services where possible - property first 10. Ensure that key documentation is maintained and kept within the document management system (DMS). 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Dec 17 7. Dec 17 8. Dec 17 9. Ongoing 10. Ongoing 11. Ongoing 12. August 17		1. C Parker 2. C Parker 3. C Parker 4. M Warren 5. S Smith 6. M Warren 7. COG 8. COG 9. COG 10. HoGs 11. HoGs 12. S Smith	
Comments					
The post mitigation score has been reduced slightly and work is ongoing to mitigate this risk. This means that we should start to see this risk decrease.					

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	1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Monthly	1. COAG 2. T Mirfin 3. C Strickland 4. C Strickland 5. T Mirfin
Comments		
This risk had increased over the past 12 months due to a number of changes with personnel. The mitigation actions have been refreshed to reduce the risk back down again. Heads of Group are engaged in ongoing resourcing discussions to understand potential areas of impact. The existing programme and project board governance structure provides monthly monitoring of this risk.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Maurice Moore	Health and Safety	12	9
Mitigation activities		Target completion		Owner	
1. No notice exercises to test skills 2. Station inspections to review skills, training and operations 3. Enhanced training 4. Wholtime supporting on call in training activities 5. Operational Assurance plan and strategy in place		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete		1. J Sherrington 2. D Lynch 3. J Sherrington 4. R Stacey 5. S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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 individuals' plans as any advanced warnings will help. 4. Where appropriate contract notice periods for posts were extended to 3 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete		1. M Warren 2. R Hylton 3. HoGs 4. S Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R115	There is a risk that the private finance initiative (PFI) buildings in the country do not meet the fire safety requirements and as we have limited capacity to conduct risk review visits this is a large unknown for the county.	Jon Anderson	Reputation	12	12
Mitigation activities		Target completion		Owner	
1. Risk based inspection programme in place 2. Visits have been conducted to the known PFI buildings 3. Raised awareness with our partners - to enable them to identify any concerns with us to help inform inspection visits.		1. Ongoing 2. Complete 3. Complete		1. B Morgan 2. B Morgan 3. B Morgan	
Comments					
Work is progressing on the mitigation activities. No change to the risk at this time. This risk sits largely outside of our organisational control, our mitigation activities are focused around raising awareness and increasing awareness.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, although there is no evidence to suggest that the increased population would present increased risk to the county it does increase the number of non-domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	Jon Anderson	Programme	12	12
Mitigation activities		Target completion		Owner	
1. Risk based inspection programme in place 2. Working with local authorities to raise awareness of the proposed developments throughout the county 3. Utilising operational crews to increase capacity with visits to business premises		1. Ongoing 2. Ongoing 3. Ongoing		1. B Morgan 2. B Morgan 3. B Morgan	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R009	There is a risk that there may be a lack of awareness of legislations i.e. Health and Safety/ Asbestos exposure/Legionella which may lead to breach's with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	6
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with H&S team and Property Group staff to determine compliance and confidence levels 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling 3 yearly cycle by external specialist auditors, due		1. Complete 2. Annual 3. April 2017 4. Ongoing 5. Complete		1. R Hylton 2. C Faint 3. H&S Team 4. H&S Team 5. T Mirfin	

again in April 2017 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this.		
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Comments

The mini PEEL review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. For this reason the risk score has been increased and the risk moved to an active status. Work is in progress to implement an action plan to improve the Health and safety controls and awareness, to therefore reduce the risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation legislations i.e. Health and Safety/ Asbestos exposure/Legionella/Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Training and assessments of competency levels available via ilearn - further work required to develop these. 3. Information is being disseminated to stations in the same place at each station. 4. Raising awareness through Health and Safety representatives. 5. Station visits to raise awareness 6. Look to see if National Standard operating procedures can be utilised in Cambs (South East WOW) 7. Incident monitoring to review Health and Safety. 8. Health and safety conduct 6 monthly visits to stations to assess level of compliance with requirements. 9. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct.		1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete		1. C Faint 2. H&S Team 3. H&S Team 4. H&S Team 5. OSG 6. OSG 7. H&S Team 8. H&S Team 9. T Mirfin	

Comments

The mini PEEL 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, however the mitigation activities have been updated.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R114	There is a risk that we do not have the capacity to conduct Risk visits to non-domestic premises meaning that we have a large proportion of premises to which we do not understand the risk profile.	Jon Anderson	Service Delivery	10	10

Mitigation activities	Target completion	Owner
1. Officer embedded within the training team to ensure that we have trained staff available to conduct the risk visits 2. A team of dedicated officers to manage and to audit premises 3. Fire Fighters are trained to conduct business engagement visits 4. Succession planning being conducted to ensure continuity of service capability	1. Ongoing 2. Ongoing 3. Ongoing 4. March 2018	1. B Morgan 2. B Morgan 3. B Morgan 4. B Morgan
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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. Team established to review the NOGs as they are released to determine required actions 2. Audit completed by the National Operational Assurance Group 3. Taking part of the regional collaboration group looking at NOGs 4. Internal Operational Assurance plan and strategy in place to sample performance against NOGs 5. Exercise schedule to test NOGs		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing		1. S Newton 2. S Newton 3. S Newton 4. S Newton 5. S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. With the work progressing at a regional level we may be in a position to reduce this risk over the next 6 months.					

5.7 The following two **High** risks are event driven and categorised as live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R072	There is a risk that due to the investment required to upgrade and enhance the ICT infrastructure there may be an insufficient capacity in the team to deliver the work required.	Matthew Warren	Service Delivery	16	12
Mitigation activities		Target completion		Owner	

1. Ensure that we have a proper roll out plan for the implementation of technologies. 2. Ensure that appropriate testing is in place before roll out 3. Robust evaluation of the way forward and senior management engagement in decision making to ensure it is business focussed. 4. Effective communication planning. 5. Consider Programme plans and impacts on these to consider scheduling 6. Outsource critical works. 7. Increase Server team by two additional staff to ease bottle neck. 8. Project Manager in place and ensuring that appropriate project governance and planning is in place.	1. August 17 2. All ICT projects 3. Ongoing 4. August 17 5. August 17 6. Ongoing 7. Complete 8. Complete	1 – 6 J Fagg
Comments		
A programme of required work is in place and with the appointment of the ICT Project manager to assist in the delivery of the mitigation actions and liaison with the wider service. The level of work planned is understood, now work is ongoing to priorities this effectively across the shared service.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R121	There is a risk that the Inspectorate process is an unknown that we need to prepare for, if we are unprepared we could not give a fair representation of ourselves leading to reputation damage and unnecessary resources being expended to fix the damage.	Chris Strickland	Reputation	15	10
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the Police 2. Commit appropriate resources to understand the Police process 3. Take part in a Police Internal mini PEEL review 4. Work with the Police to undertake a mini PEEL review at CFRS 5. Volunteer to take part in the formation work for the PEEL 6. Put in place communication strategy to raise awareness with the wider organisation 7. Put in place virtual team to facilitate Inspectorate process once initiated		1. Complete 2. Ongoing 3. Complete 4. Complete 5. March 2018 6. Sept 17 7. Sept 17		1. T Mirfin 2. T Mirfin 3. T Mirfin 4. T Mirfin 5. C Strickland 6. T Mirfin/ H Douglas 7. T Mirfin	
Comments					
This risk has reduced over the last 6 months with the work that we have been conducting to understand the Police Inspectorate process. The mitigation actions are now moving towards preparing the organisation for an inspection process. We may see this risk reducing further over the next 6 months.					

5.8 Distribution of all risks across the scoring matrix;

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R114 - Capacity to deliver risk visits to non domestic premises	R074 - Assurance of On-call skills R121 - Inspectorate processes	R093 - ESMCP sustainability	R094 - Cyber attacks R100 - ICT Shared Service terms and conditions R130 - Unknown impacts of the GDPR
	High	4	R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R046 - Skill sets to deliver Programme R069 - Mis- mobilisation of SFRS R069 - Effective use of resources R108 - Secure email R119 - Increase in RTCs	R115 Fire Safety requirements and PFI buildings R118 - Growth in the County	R010 - Lack of Controls around H&S Legislation R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand	R084 - Lack of information from ESMCP R085 - Timescales of ESMCP R091 - ICT Shared Service Joint administration R117 - Aging population
	Medium	3	R013 - Do not articulate clear plans for long term vision R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation	R033 - Media speculation causes unease R111- Changing profile of the wholetime Service	R007 - Insufficient funding for the new demands of Government R008 - Insufficient funding for the current Service R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans	R001 - Reliance on key staff to deliver the core Service R032 - Lack of resources make goals unachievable R113 - Declining incidents impact to competence R127 - Succession planning	
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies R089 - Organisational restructure	R068 - Changes in the Fire Authority	R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register September 2016	Fire Service HQ Hinchbrook Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Strategic Risk Review

Note

Whilst this proposal discusses 'Risk' it is also the intent that Opportunities are treated and managed the same within this structure although to avoid confusion I have phrased the discussion around risk.

Strategic Risk

Internal Audit conducted their review in March 2016. All the recommendations that were proposed have been agreed and implemented as part of this review.

Due to the organisational changes and also due to any changes that we agree as part of this review, the Strategic Risk Management plan will require a significant update. Any changes made will need to be agreed by the Chief Officers Group before being agreed by the Fire Authority or appropriate Committee. We are not changing our Strategic Risk Management process but updating the plan to reflect the current organisational set up and ensure that our risk is easier to understand.

We follow best practice for Risk Management. When we detail our risks we do it to cover three areas. We list the cause, effect and consequence of the risk; this ensures that the risk is clearly articulated and unambiguous. It also allows us to determine the controllable and none controllable elements of the risk and so effectively target our mitigation actions.

The Risk Register has been refreshed with the current risks reviewed and assessed for their current validity. A number of risks have been closed and several merged as their intent and purpose was felt to be duplicated.

It was also identified that the risk register can be difficult to interpret due to the amount of information held within it. To overcome this I have categorised the risks into Constants or Events.

Constants, are risks we would never expect to see disappear off our risk register as we can not remove them, but we can however control them to an acceptable level, for example the risk of financial crime is ever present. These 'constants' then have a 'state' of either 'Active' or 'Controlled'.

'Active' meaning that we are in the process of some action to bring the risk down or we are seeing an increased threat that must be managed.

'Controlled' meaning that we have sufficient measures in place that we feel it is under control and not requiring additional action at this time.

Events, are risks that are event driven, they are likely to arise and disappear, for example the CSR, the risk associated with this will only be present whilst we are undertaking the CSR and once it is finished they will disappear or be realised (occur).

With all events they are triggered, as an example the elections pose a threat as they may mean new Fire Authority membership and we may delay decisions whilst we ensure that new members have sufficient information and understanding to make an informed decision. This is event driven or 'triggered', and only becomes 'live' as we go through an election, once an election process is complete and we have mitigated the risk, it becomes 'dormant' until the next election.

Whatever the state of a risk is should still be reviewed but categorising them will help 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 and the risk register can be broken down in to sections to avoid the presentation of too much information at one time.

As part of the review I have also looked at the outputs of the risk and opportunity workshops held in August 2015 (prior to maternity leave) and populated the outputs from these meetings in to the risk register where this information is still relevant.

Action Required

1. Chief Officers Advisory Group to agree risk management approach outlined above.
2. Strategic risk management plan to be refreshed to reflect this.
3. Subject to all proposals in this paper being agreed, overarching risk management strategy paper to be detailed.
4. Strategic Risk Register to be updated to incorporate the above proposal.
5. Risk Register content to be reviewed and fully detailed with Chief Officers Group to ensure it is an accurate reflection of our current state.

Risk reporting

To ensure that reporting is clearer to the Fire Authority and we are not just presenting a mass of information. We should firstly present a scatter diagram, showing the distribution of all risks on our risk matrix and the proportion of those that fall above our risk appetite line.

We should also detail those risks that fall above our risk appetite line detailing the status of their mitigations and our progress in controlling the risk exposure.

Action required

1. Chief Officers Advisory Group to agree reporting approach.
2. Template report to be completed for review by Deputy Chief Executive Officer prior to next Policy and Resources Committee.

Directorate Risk

The Directorate structure is no longer in place, so the purpose and benefit of having this risk register has been reviewed.

The current content of the register is significantly out of date and the scope that it covers is inconsistent at present. It is focused at a very slim level within the organisation and should be broadened in scope, to add value.

There would be benefit in utilising this Risk register at an Area Commander/Group Commander and Head of Group level. The scope of this risk register would then detail the key risks faced by individual groups to the day to day delivery of the Service, which at present is not captured anywhere across the Service. We have Strategic Risk, Programme Risk, ICT Shared Service Risk, Operational Risk but not a day to day Business Risk Management Plan or Register.

This could then be utilised to inform discussions around the whole service delivery and the barriers that are present for each group, allowing strategic management to have repository to reference to understand the challenges faced by individual groups and the resourcing that is being utilised to mitigate these in addition to the delivery activities.

This will then create conversation between Heads of Group and enable understanding of challenges; identifying aggregated risks that may actually present a Strategic threat and provide visibility of resourcing diversions at a higher level. It is a check and balance to identify and communicate areas of concern.

Using risk in this way will enable it to become a communication method and also allow the Chief Officer Group to use it as a temperature gauge to ascertain if the priorities and challenges are properly understood and aligned throughout the Service. It also enables the ability for concerns to be contextualised and communicated to a wider audience.

As the Chief Officer Group are also concerned about the non statistical performance of groups this will allow them to determine the areas of greatest risk and identify areas that may require more assurance of the mitigations in place, thus providing a trigger to the boarder performance reporting that they are seeking to put in place.

This capture of risk at this level would also form the basis for the planning process allowing a bottom up approach. Those risks that are outside of our organisations tolerance levels would see their mitigations forming the conversation for the determination of the Services priorities.

By regular review the Heads of group can collectively discuss the risks and opportunities, identifying those that should be escalated to the Chief Officers Advisory Group meeting for strategic direction and/or action.

This would suggest that the Heads of Group should hold a collective risk and opportunity review meeting quarterly, prior to the Chief Officers Advisory Group meeting to allow them to feed areas requiring attention on to the agenda.

This risk register would be self administered and owned by the Heads of Group and oversight maintained by the Risk Manager for consistency and for support.

As the Shared Service Risk Register covers risks that are relevant to Bedfordshire and Cambridgeshire and this is utilised as a management tool for the Shared Service, it would not be wise to duplicate this information within the Business Delivery Risk Register. This area would be an exception where we review this risk register alongside the Business Delivery Risk Register to avoid duplication of effort and data discrepancies.

The Business Delivery Risk Register also allows for lower level risks to be captured should they not fit on the Strategic Risk Register.

Having consulted with a number of the Heads of Group there is a high degree of support for this proposal and the benefits can be seen with the approach detailed above. Not only do most welcome this approach but they can see personal benefit in their ability to communicate to the wider organisation and Chief Officers Advisory Group through this mechanism.

Actions required

1. Chief Officers Advisory Group to approve the approach outlined above.
2. The risks held on this register currently have been reviewed to bring the content up to date.
3. Business Delivery Risk Management plan to be created from the Directorate Risk Management plan.
4. Risk workshop to be held with Heads of Group to discuss and confirm our approach and populate the risk register.
5. Quarterly review meetings to be scheduled prior to the Chief Officers Advisory Group meetings.
6. Acceptance that this is an evolving process and we may need to consider additional support or toolsets to fully exploit the benefits of this approach.

Outstanding areas to consider

As our planning process is being refreshed and the IRMP detail is looking at a more holistic picture of risk we need to determine where we will hold the operational risk information and whether it fits within the Strategic Risk Register, the Business Delivery Risk Register or held separately. All risk that informs our planning and response needs to be centrally held and visible to ensure transparency and consistency, we need to identify other types of risk

information to determine if we need to bring these within this structure or whether it is more appropriate to be held elsewhere. This needs to be assessed on a case by case basis as risk information is identified.

Related documents

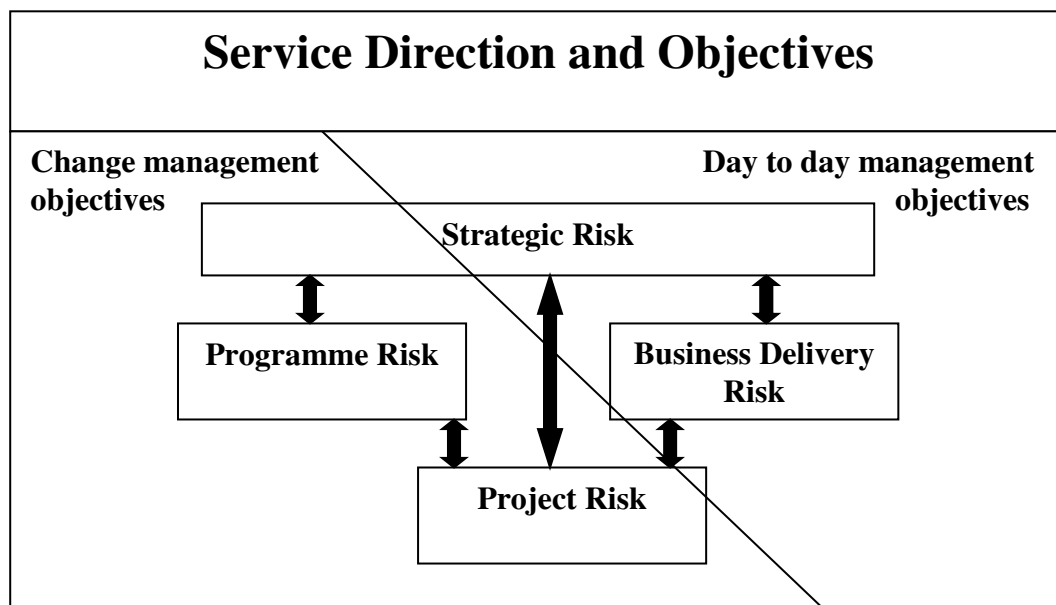
Strategic Risk Management plan [33881](#)
Directorate Risk Management plan [283223](#)
Strategic and Directorate risk registers [40763](#)
Risk Audit Report March 2016 [426980](#)

Supporting Risk Management Theory

Strategic risk should focus on long-term goals, setting the context for decisions at other levels within the organisation.

Medium terms goals are covered in the Programme and Project risk, through our medium terms plans to deliver change.

Short term goals are at the business level, ensuring the ongoing continuity of our business services. *This is often termed 'operational' but in our context that term for business delivery is confused with the operational and professional services parts to our organisation, so I have stayed away from the term 'Operations' and substituted 'Business'.*



Diary of Risk Register Changes

Risk Ref	Change	Why
None	Addition of risk or opportunity filter	The register now includes risks and opportunities this allows for them to be identified easily
None	Addition of Proximity column	Allows us to see those risks that are time bound and those that are constant
None	Group that risk assigned to removed	It is not used and poses little benefit to the use of the Strategic Risk Register.
None	Risk score category added	For ease of reporting and filtering on the spreadsheet.
R004 and R012	Risks closed as definitions overlap and new risk opened to merge these two R088	Risk definitions similar and cut across each other to be redefined as a new risk to fit the current circumstances.
R024	Closed	Risk not detailed fully and no longer valid
R018	Closed	Not Relevant
R076	Closed	Not relevant
R080	Closed	Not relevant
R086	Closed	Merged with R084
R081	Closed	Not relevant
R031	Closed	Not relevant
R054	Closed	Not relevant
R079	Closed	Not relevant
R070	Closed	Not relevant
R035	Closed	Merged with R034

TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer (ACFO) - Rick Hylton

PRESENTING OFFICER(S): Human Resources Business Partner - Sam Smith
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STRATEGIC WORKFORCE DEVELOPMENT ACTION PLAN UPDATE

1. Purpose

- 1.1 The purpose of this report is to update the Policy and Resources Committee on the development of a prioritised action plan for on-going strategic workforce development.

2. Recommendation

- 2.1 The Authority is asked to note the information given as an update.

3. Risk Assessment

- 3.1 **Political** – the strategic workforce development action plan incorporates opportunities identified by the Adrian Thomas independent review of conditions of service for fire and rescue staff in England ('the Thomas Review'). There is a political expectation (as part of the fire reform agenda) that authorities will consider the findings and recommendations of the Thomas Review and incorporate them into local and national strategic plans as appropriate.
- 3.2 **Social** - a clear strategic workforce development plan will aid employee engagement and motivation, as well as acting as a marker by which the Service can market itself as an 'employer of choice' to prospective employees.
- 3.3 **Economic** – failure to work to ensure that the Service can plan for and develop the skills needed in its workforce of the future is likely to mean incurring additional costs in the longer term for example, a need to pay more to buy in appropriate skills, which are likely to be in demand.

4. Background

- 4.1 In January 2017, a report was provided to the Committee detailing progress made to date in relation to strategic workforce development, particularly in the context of the recommendations made in the Thomas Review. The Committee approved Officers to

proceed with converting the identified opportunities from the Thomas Review into a prioritised action plan to be brought back for comment and approval.

- 4.2 These opportunities have been taken into account, as part of the wider review of risk and opportunity, in the development of people section of the Integrated Risk Management Plan (IRMP) and associated action plan. The people section of the IRMP action plan is attached at Appendix 1; this shows our proposed actions to further advance the development and profile of our workforce over the period 2017 to 2020.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
The Adrian Thomas review of conditions of service for fire and rescue staff in England	Fire Service Headquarters Hinchbrook Cottage Brampton Road Huntingdon	ACFO Rick Hylton rick.hylton@cambsfire.gov.uk 01480 444500
Integrated Risk Management Plan 2017 to 2020 and associated action plan	The Thomas Review is also available at https://www.gov.uk/government/publications/conditions-of-service-for-fire-and-rescue-staff-independent-review	or Sam Smith, Human Resources Business Partner samantha.smith@cambsfire.gov.uk 01480 444500

Appendix 1

Extract of the People Section from the Integrated Risk Management Plan Action Plan

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.1	Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations.	By 2020 we will have a full and embedded suite of leadership development programmes, run in collaboration with partners, which appropriately develop staff to lead for future success.	<p>1. Ongoing internal leadership development programmes aimed at those aspiring to progress their leadership career (Insight, Aspire), including evaluation of future needs.</p> <p>2. Other targeted activities for those already in-role (Heads of Group sessions), including evaluation of future needs.</p> <p>3. Ongoing use of fire and rescue service external leadership development programme as appropriate (Executive Leadership Programme)</p> <p>4. Exploration of wider opportunities to collaborate on leadership development with other services and partners, to include exploration of options for</p>	DSG Board, L&D, HR	<p>1. Ongoing internal leadership development programmes aimed at those aspiring to progress their leadership career (Insight, Aspire), run as mixed cohorts in collaboration with partners.</p> <p>2. Broadened range of targeted activities for those already in-role (something for all levels).</p> <p>3. Pilot of planned inter-organisational developmental secondments.</p> <p>4. Pilot of attendance at a mixed cohort executive leadership development programme (not just fire)</p>	DSG Board, L&D	<p>1. Full evaluation of internal / collaborated leadership development programmes, to understand longer term future needs.</p> <p>2. Collaboration on targeted activities for those already in-role (mixed organisation sessions, something for all levels).</p> <p>3. Review and evaluation of inter-organisation secondments and mixed cohort executive leadership programme, with plans for future delivery.</p>	DSG Board, L&D

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
			<p>more inter-organisational moves for development purposes and for a mixed organisation executive leadership development.</p> <p>5. HR led practical workshops on key people management skills (supervisory manager workshops, handling grievances etc.)</p>					
3.2	Creating and implementing an action plan in response to the results of our employee engagement survey.	By 2020 we will have achieved an employee engagement score of XX% (or, an increase of XX%) (or, no decrease in %) (with plans in place to ensure sustainability at this level).	<p>1. Pulse checking of identified areas of employee engagement to understand progress against action plan.</p> <p>2. Refresh / refocus of engagement activities as required based on pulse checking results.</p> <p>3. Training / coaching in employee engagement for line managers.</p>	DSG Board, L&D, HR, E&D, Line Mgrs, Action Group(s), M&C	<p>1. Further activities as part of refreshed/refocused action plan.</p> <p>2. Full re-survey (3 years since last full survey).</p> <p>3. Further action planning based on results of full survey.</p> <p>4. Formalise employee engagement activities into line manager objectives (Thomas Review recommendation).</p>	DSG Board, L&D, HR, Line Mgrs, Action Group(s), M&C	<p>1. Ongoing delivery of action plan.</p> <p>2. Pulse checking if deemed appropriate in accordance with action plan.</p>	DSG Board, L&D, HR, Line Mgrs, Action Group(s)

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.3	Continuous improvement of relationships and working practices with our representative bodies.	Continual increase in the number of negotiations that lead to an agreed outcome.	Continue to work with all representative bodies to improve industrial relations and deliver improved outcomes for the public and staff.	All managers	Continue to work with all representative bodies to improve industrial relations and deliver improved outcomes for the public and staff.	All managers	Continue to work with all representative bodies to improve industrial relations and deliver improved outcomes for the public and staff.	All managers
3.4	Strategic consideration of resourcing and strengthening our succession planning.	By 2020 we will have implemented a robust and externally verified succession planning process.	<p>1. On-going work to explore opportunities to change working practices and shift systems in order to improve daytime fire cover.</p> <p>2. Implement actions from 2015/16 succession planning audit and re-audit as appropriate.</p> <p>3. Exploration and review of alternative succession planning models / processes etc.</p> <p>4. Develop and begin to deliver a strategic resourcing plan.</p>	DSG Board, Chief Officers Group and their advisors, L&D, Recruitment	<p>1. Implementation, review and evaluation of alternative succession planning models / processes as appropriate.</p> <p>2. Ongoing delivery, review and evaluation of strategic resourcing plan.</p>	DSG Board, Chief Officers Group and their advisors, L&D, Recruitment	1. Ongoing review and evaluation of succession planning models / processes and strategic resourcing plan as appropriate, to understand longer term future needs.	DSG Board, Chief Officers Group and their advisors, L&D, Recruitment

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.5	Reviewing our recruitment and promotion processes to ensure that we are focused on assessing the skills needed for the future.	By 2020 we will have reviewed all of our recruitment and promotion processes, fully aligning them to our development programmes and to have identified skills gaps.	<p>1. Full alignment of development programmes to promotion processes (timing and content).</p> <p>2. Identification of skills gaps (organisational level, key themes).</p> <p>3. Begin work to review all recruitment processes to assess alignment with strategic resourcing plan (are we testing for the skills we believe we need at initial recruitment to all roles in the service?)</p> <p>4. Exploration of possible alternative methods to attract future leaders to the Service (two-tier entry)</p>	L&D, Recruitment, key recruiting managers	<p>1. Complete work to review all recruitment processes to assess alignment with strategic resourcing plan.</p> <p>2. Decision of way forward with regard to alternative methods to attract future leaders to the Service.</p>	L&D, Recruitment and key recruiting managers Chief Officers Group	1. Review and evaluation of progress made, to understand and plan for longer term future needs (link to strategic resourcing plan).	L&D, Recruitment, Chief Officers Group and their advisors
3.6	Further work to ensure that there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to	By 2020 we will have improved gender and BME diversity in our workforce and created more opportunities for disabled colleagues to work with us.	<p>1. Continued positive action activities to increase the diversity of applicants and successful candidates to all roles within the Service.</p> <p>2. Work to improve the</p>	Recruitment, Equality & Inclusion Board, E&I Advisor, Positive Action	<p>1. Continued positive action activities.</p> <p>2. Review of progress made in the diversity of both applicants and successful candidates - across all areas of the Service.</p>	Recruitment, Equality & Inclusion Board, E&I Advisor Positive Action	<p>1. Ongoing review of progress made in the diversity of both applicants and successful candidates - across all areas of the Service.</p> <p>2. Review and evaluation of activities in light of the degree of progress made, to</p>	Recruitment, Equality & Inclusion Board, E&I Advisor, Positive Action

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
	support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities.		collection of diversity data for support roles.	Delivery Team		Delivery Team	refresh positive action strategy accordingly, planning for longer term future needs (link to strategic resourcing plan).	Delivery Team
3.7	Introducing apprenticeship schemes into the Service to provide alternative career paths.	By 2020 we will have implemented apprenticeship schemes in both operational and non-operational roles across the Service.	A pilot apprenticeship programme for identified Green Book positions, enabling the Service to be able to access funding created via payment of the Apprentice Levy.	HR Recruitment, L&D, Groups identified to host apprenticeships (e.g. STEP, ICT who have expressed early interest)	<p>1. Review and evaluation of pilot Green Book apprenticeship schemes.</p> <p>2. Further cohort of Green Book apprenticeship schemes as appropriate.</p> <p>3. Exploration of appropriate apprenticeship standards to develop an apprenticeship programme(s) for: i) new operational firefighters, ii) new firefighters (Control) iii) existing operational roles to convert to an apprenticeship (e.g. higher level apprenticeships in management)</p>	HR, Recruitment, L&D, WT, CFC, other Groups identified to host apprenticeships	<p>1. Review and evaluation of Green Book apprenticeship schemes.</p> <p>2. Further cohort of Green Book apprenticeship schemes as appropriate.</p> <p>3. Pilot apprenticeship programme(s) for identified operational roles.</p>	HR, Recruitment, L&D, Groups identified to host apprenticeships

			2017/18		2018/19		2019/20	
Ref	Section 3 - People	Measure of success	Action	Groups	Action	Groups	Action	Groups
3.8	Conducting an equal pay audit.	By 2020 we will have conducted an equal pay audit and planned to address any issues that arise as a result of the audit.	1. Conduct an equal pay audit. 2. Action plan based on audit outcomes.	HR, Equality & Inclusion Board, E&I Advisor, Payroll	1. Ongoing delivery of action plan based on audit outcomes. 2. Determine timeframe for re-audit based on original audit outcome and action plan.	HR, Equality & Inclusion Board, E&I Advisor, Payroll	1. Ongoing delivery of action plan based on audit outcomes. 2. Plan for re-audit as appropriate.	HR, Equality & Inclusion Board, E&I Advisor, Payroll
3.9	Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.	By 2020 we will have implemented and evaluated activities and initiatives to enable us to make progress against the recommendations made in the Thomas Review. This will be via embedding into our ongoing strategic plans, rather than a separate dedicated workstream.	1. Develop a prioritised action plan based on the gap analysis work undertaken to identify opportunities relating to the recommendations made in the Thomas Review, demonstrating links to existing strategic plans and workstreams. 2. Begin delivery of action plan.	DSG Board, Chief Officers Group, L&D, other groups to be identified based on action plan	1. Ongoing delivery of action plan.	DSG Board, Chief Officers Group, L&D, other groups to be identified based on action plan	1. Ongoing delivery of action plan. 2. Formal review of progress made against action plan (option to build into a peer audit or similar?)	DSG Board, Chief Officers Group, L&D other groups to be identified based on action plan

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2017/18

Date	Meeting	Venue
2017		
Thursday 22 June	1030 hours	Service HQ
Thursday 28 September	1030 hours	Service HQ
Thursday 14 December	1030 hours	Service HQ
2018		
Thursday 25 January	1030 hours	Service HQ
Thursday 12 April	1030 hours	Service HQ
Thursday 28 June	1030 hours	Service HQ

WORK PROGRAMME 2017/18

Thursday 22 June 2017			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy & Resources Committee Meeting 26 January 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 23 March 2017	Rob Sanderson	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
	<u>Decision</u> Draft Financial Statements	Deputy Chief Executive	
	Social Media Policy Update	Head of Media & Communication	
	<u>Information and Monitoring</u> Revenue and Capital Budget	Deputy Chief Executive	

	Monitoring Report		
	Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	
	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	
	Work Programme 2017/18	Chairman/woman Deb Thompson	

Thursday 28 September 2017

Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman/woman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 22 June 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 20 July 2017	Rob Sanderson	
	<u>Decision</u> Probation Policy	Human Resources Business Partner	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	
	Integrated Risk Management Plan Update	Assistant Chief Fire Officer Hylton	
	Work Programme 2017/18	Chairman/woman Deb Thompson	

Thursday 14 December 2017

Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman/woman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 28 September 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee	Rob Sanderson	

	Meeting 12 October 2017		
	<u>Decision</u> Draft MTFS to include Council Tax recommendations	Deputy Chief Executive Officer	
	Equality & Inclusion Compliance Report	Assistant Chief Fire Officer Hylton	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	
	Work Programme 2017/18	Chairman/woman Deb Thompson	

Thursday 25 January 2018

Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman/woman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 14 December 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 11 January 2018	Rob Sanderson	
	<u>Decision</u> Fire Authority Budget 2018/19	Deputy Chief Executive	Annual
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	
	Integrated Risk Management Plan Update	Assistant Chief Fire Officer Hylton	
	Comprehensive Spending Review Update	Area Commander Faint	Annual
	Work Programme 2017/18	Chairman/woman Deb Thompson	

Thursday 12 April 2018

Time	Agenda Item	Member/Officer	Comments
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1000 - 1030	Pre Briefing session	Chairman/woman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 25 January 2018	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 29 March 2018	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Fire Authority Programme Management Monitoring Report	Deputy Chief Executive	Bi-annual
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	
	Work Programme 2018/19	Chairman/woman Deb Thompson	
Thursday 28 June 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy & Resources Committee Meeting 12 April 2018	Rob Sanderson	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
	<u>Decision</u> Draft Financial Statements	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive	
	Work Programme 2018/19	Chairman/woman Deb Thompson	