

# FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

**Date: Thursday, 22 September 2016**

**14:00hr**

**Room 128**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## **AGENDA**

**Open to Public and Press**

- 1. Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at <http://tinyurl.com/ccc-dec-of-interests>*
- 2. Minutes of the Policy and Resources Committee held on 21st Jul 2016** 5 - 10
- 3. Minutes of Overview and Scrutiny Committee 11th August 2016 - for information** 11 - 18

### **DECISIONS**

- 4. ISA260 -Communication of Audit Matters with those charged with Governance** 19 - 26
- 5. Guidance on Four Year Settlements** 27 - 38

- 6. Business Rates Retention Consultation 39 - 40**
- 7. Huntingdon Property Rationalisation**  
This is to follow  
**INFORMATION AND MONITORING**
- 8. Revenue and Capital Budget Monitoring Report 41 - 44**
- 9. Risk Management Monitoring Report 45 - 58**
- 10. Policy and Resources Committee Work Programme 59 - 64**
- 11. Next Meeting 2.00p.m. 8th December**  
ote venue will be Room 128 Shire Hall
- 12. Future Meetings**

10.30 a.m. 26th January 2017 - venue Fire and Rescue Service  
Headquarters Hinchingsbrooke Cottage, Brampton Road, Huntingdon

10.30 a.m. 6th April 2017 - venue Fire and Rescue Service Headquarters  
Hinchingsbrooke Cottage, Brampton Road, Huntingdon

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

Councillor Lucy Nethsingha (Chairwoman) Councillor David Over (Vice-Chairman)

Councillor Sir Peter Brown Councillor Daniel Divine Councillor Derek Giles Councillor Paul Sales Councillor Joshua Schumann and Councillor Michael Shellens

*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](mailto: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](http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php)



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

Date: 21<sup>st</sup> July 2016

Time: 10.30am – 11.35am

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

Present: Councillors P Brown, D Divine, D Giles, L Nethsingha (Chairwoman), P Sales, J Schumann and M Shellens

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

Apologies: Councillor D Over

**68. DECLARATIONS OF INTEREST**

Councillors Giles and Shellens declared non-pecuniary interests as Members of the Crime and Police Panel. It was confirmed that there was no conflict of interest as these appointments were made via the County Council.

**69. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 30<sup>th</sup> JUNE 2016**

The minutes of the meeting of the Policy and Resources Committee held on 30<sup>th</sup> June 2016 were approved as a correct record and signed by the Chairwoman.

**70. HUNTINGDON HUB PROPERTY RATIONALISATION – PROGRESS UPDATE**

The Committee considered a report on progress with the Huntingdon Hub property rationalisation project, specifically a report from the Police & Crime Commissioner on options for constructing the new Combined Fire Station, Training Centre, Combined Fire Control and Headquarters building on land owned by the Police.

The Police and Crime Commissioner, Councillor Ablewhite, was invited to present his report and respond to Members' questions.

Councillor Ablewhite acknowledged that the Fire Authority had been on an eight year journey to find a solution to their future accommodation needs in Huntingdon. However, over those eight years there had a fundamental shift and change in the environment the Fire Service operated within, not least austerity and a whole range of other operational issues. It was clear to Councillor Ablewhite that any opportunities that could be utilised in terms of collaboration and closer working across all agencies should be embraced, and such options needed to be explored in greater detail so that mutually beneficial solutions could be identified. Whilst understanding Members' frustrations that the Police offer had not been on the table earlier, he stressed that it was now, and regardless of the proposed legislation, the public sector had a collective duty to work together and make the best use of taxpayer's resources. The Police had capacity in terms of training facilities and Headquarters building, and the space identified in the report could provide initial savings of £750,000. Given the current uncertain and challenging times, and the potential for Brexit to lead to further constraints, government may have less money centrally and be looking to

make further cuts in terms of public services. The proposal would ensure Police and Fire services were prepared for those challenges, and through working closer together and making the most out of these types of opportunities, do the right thing by the taxpayer.

The Chairwoman thanked Councillor Ablewhite for his presentation. She commented that when he had attended the meeting on 30<sup>th</sup> June, he appeared to have a specific piece of land in mind, but this was not reflected in the report. Was the original proposal no longer an option? Councillor Ablewhite confirmed that that option was still there, and the Police had sizable estates, and it would be better to utilise publically owned land to fulfil the Fire Service's objectives.

Another Member was under the impression the land discussed at the last meeting had been promised to another organisation. Councillor Ablewhite confirmed that there had been discussions with Hinchingsbrooke Hospital regarding another piece of land, and a different parcel of land was already identified for the link road (which would be the subject of a Compulsory Purchase Order), but neither of those arrangements made any difference to the land proposed for the Fire Service's Huntingdon Hub. The Chairwoman commented that she was surprised that the identification of the five acre site was not made explicit in the report.

A Member asked Councillor Ablewhite and officers what the legal arrangement would be, and also the cost to the Fire Service of acquiring the land. Councillor Ablewhite commented that the main advantage from his perspective was the knowledge that the tax payer was getting the best possible deal, and that all options had been explored by the Fire Service. A Member observed that if the Fire Service bought land elsewhere e.g. the original site at St John's, and the Police sold its proposed land to another organisation/developer, this would be cost neutral to the tax payer. It was confirmed that the Police Estates owned the land in question, and that service was the under the Office of the Police & Crime Commissioner, and any returns from land sales would go directly to the Police and Crime Commissioner's budget, and not to the government. It was suggested that an alternative approach would be for the Police Service to move to the new St John's site with the Fire Service. Councillor Ablewhite responded that the existing site was perfectly adequate for the Police. A Member asked if any land purchase would be required from the Fire Service. Councillor Ablewhite responded that the legislation would enable Police & Crime Commissioners to take over Fire Services, and his intention would be for Cambridgeshire to be an early adopter of that approach, so effectively the whole of the Fire service estate would go to the Police and Crime Commissioner. He added that this had been his intention since his appointment. A Member pointed out that this would be dependent on a public consultation and asked if the PCC would have regard to such consultation, given that he appeared to have already decided on his plans. Councillor Ablewhite confirmed that he would.

A Member asked why the current proposals had not come forward in previous discussions with the Police, i.e. what had changed the Police's position. Councillor Ablewhite replied that the current offer resulted from his appointment as the new Police and Crime Commissioner, and his long record of collaborative working. A Member commented that whilst welcoming the offer, there were a number of different routes the legislation may follow, and these would have different impacts on the role of Police and Crime Commissioner. The business case for the proposal therefore depended on how collaboration between Police and Fire Services was perceived. Councillor Ablewhite commented that the business case would depend on the legislation, which was likely to be issued before the end of the year.

A Member asked what the land tenure would be if the legislation did not go through as Councillor Ablewhite envisaged. He replied that his proposal was based on public land, and there would be no cost.

A Member asked how Councillor Ablewhite saw collaboration of Police and Fire Services working following the introduction of the legislation, and when he would share the business case detailing his proposals with the Fire Authority. Councillor Ablewhite confirmed that the business case would not be prepared prior to the legislation being enacted.

It was noted that there were issues in the Police proposal of displacing car parking, and this would require a longer term solution, but there would not be a cost to the Fire Service.

A Member asked officers what their recommendation was, as the covering report did not give any clear indication. Officers responded that this was a decision for the Committee, and officers felt that Members needed more information to make a properly informed decision. It was noted that in terms of the St John's site, a decision could be delayed until September, but no further as to do would risk the land being placed on the open market again. One option would be to await more detailed information from the Police and Crime Commissioner and make a final decision in September.

A Member asked the Monitoring Officer if it would be prudent to proceed without knowing the final outcome of the Police & Crime Act. The Monitoring Officer responded that at the moment this was the Fire Authority's decision. Fire and Police Services were at the start of a collaborative journey, and even in the absence of this specific legislation, there was an obligation for public sector bodies to collaborate. In his paper, the Police and Crime Commissioner referred to the duty to act reasonably and take into consideration all relevant considerations, so as not to be susceptible to legal challenge. There had been an eight year process to identify a suitable combined Headquarters and Huntingdon Fire Station site, although the work on the St John's site were more recent. The Police Estates team had been consulted comparatively recently, but no options had come forward. The potential for that site needed to be balanced against the risk of the existing site falling through, and those costs were not just financial, but also operational and reputational. There were a number of questions which had not been answered e.g. was there a cost saving to public of the Police proposal? The land appeared to be offered at nil cost, and would release the current site for sale, but there would be knock on effects for the Police site e.g. car parking. There were also issues of operational efficacy for Fire and Police, and the impact on land holdings. It was still unclear what the legislation would say - it may favour 'light' collaboration, or a full takeover situation. This could have very different implications on the legality of land ownership and future budgetary planning.

A Member applauded the success and track record of Councillor Ablewhite at Huntingdonshire District Council on collaborative working e.g. shared services, and welcomed continued collaboration between Fire and Police services in future. However, he felt it was important to recognise the large number of collaborative working projects that the Fire Service was already involved in, and invited officers to briefly outline recent examples of collaboration with the Police and other partners. Officers mentioned the Police unit working from the Fire Station at Dogsthorpe, and also collaborative work with the Police at Linton and Wisbech fire stations. Similarly the Fire Service was working with the Ambulance service at a number of sites, as well as work on the co-responding project. Work with other Fire Services included the electronic system called STEP, and ongoing shared ICT and insurance projects. Work with local authorities included Cambridgeshire County Council (legal and democratic services) and the Safer Peterborough Partnership with Peterborough City Council and the Police. Members also noted a number of extensive operational partnerships, including Operation Pheasant with the Police, targeting

gangmasters and houses of multiple occupation, CSPs, and Safe and Well visits with the County Council's Adult Social Care team. The Fire Service was also engaged with the strategic transformation programme with the NHS. A Member commented that the Fire Service appeared more collaborative than the Police, but there were plenty of opportunities for further collaborative working by both organisations.

The Chairwoman reminded Members that they needed to make the best decision for the Fire Authority. There was a balance of risk to be considered: pausing may mean that the St John's opportunity was lost, but the alternative risk was that lose the opportunity of taking forward a different project. There was clearly an option to delay until September, but after that point the risk was significantly higher, as the St John's land would be actively marketed. However, between now and September the risk was low. More information needed to be provided by the Police & Crime Commissioner to enable Members to understand the potential of the site better – a fully evidenced business case needed to be built, although this would not be possible by September. A Member observed that buying the St John's land was not a significant risk – the value of the land would be preserved or more likely, enhanced, over time.

A Member commented that generally, major purchasing decisions e.g. for computer systems were often delayed as new developments or better deals were awaited. However, decisions needed to be taken at some point – if delayed past September, the St John's site would no longer be an option, and the process would be much more protracted if it transpired that the Police site was not suitable. Whilst the legislation was expected in November, this could be delayed, and then the public consultation would need to be factored in. Whilst one of the arguments for using the Police land was that it was a reduced cost to the public purse, there was an opportunity cost to that land i.e. if sold on the open market, it was likely to realise £750K or more.

Councillor Schumann observed that any potential saving from the Police proposal would need to be balanced against the costs of delaying a major building project. A major consideration was that this was more than just a headquarters building, it also had an operational impact. The Committee had been very definite about steering officers towards potential partnership working opportunities, and exploring those thoroughly. He also felt that it was shortsighted to view this as the only opportunity to work closely together with the Police, and there would be many other opportunities to work collaboratively. He therefore proposed that the original proposal, for the St John's site, was pursued unless there was significant information prior to the September deadline. It was confirmed that the option on the St John's site expired at the end of September.

Councillor Schumann proposed, seconded by Councillor Shellens, that the Committee:

- (1) Note the report;
- (2) Agree to pursue the development proposal for a new Hub Station at St John's, but to delay signing purchase of land until the end of September, unless significant information comes forward from the office of the Police & Crime Commissioner to justify an alternative decisions.

Following a show of hands, the above proposal was put to the vote and carried unanimously.

## 71. DATE OF NEXT MEETING AND FUTURE MEETINGS

It was agreed that the next meeting of the Policy & Resources Committee would take place on Thursday 22<sup>nd</sup> September 2016 at 2pm.

It was also agreed that the following meeting, scheduled for 8<sup>th</sup> December, would change from a 10.30am start to a 2pm start at Shire Hall, Cambridge. **ACTION: Dawn Cave/Rob Sanderson to confirm September and December dates with Committee and officers.**

Chairwoman  
22<sup>nd</sup> September 2016



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

**Date:** Thursday 11 August 2016  
**Time:** 14:00 – 15.20  
**Place:** Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon  
**Present:** Councillors R Butcher (Chairman), B Ashwood, M Jamil (from 2.05pm), M McGuire, J Peach and J Wisson (from 2.20pm)  
**In attendance:** Councillor S Bywater  
**Officers:** J Anderson - Area Commander Community Safety, H Douglas - Head of Transparency, Media and Communications, C Faint - Area Commander Operational Support, R Greenhill - Democratic Services Officer, D Thompson - Scrutiny and Assurance Manager and M Warren – Deputy Chief Executive

**106. ELECTION OF CHAIRMAN/ CHAIRWOMAN**

It was resolved unanimously that Councillor Butcher be elected Chairman of the Committee for the municipal year 2016-17.

**107. APPOINTMENT OF VICE CHAIRMAN/ CHAIRWOMAN**

It was resolved unanimously to postpone the election of a Vice Chairman/woman of the Committee until the next meeting.  
**(Action:** Democratic Services Officer).

**108. APOLOGIES FOR ABSENCE**

The Clerk reported apologies for absence from Shahin Ismail, Monitoring Officer.

(Cllr Jamil joined the meeting).

**109. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**110. MINUTES OF THE MEETING ON 24 MARCH 2016**

The minutes of the meeting held on 24 March 2016 were approved as a correct record and signed by the Chairman.

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

The Committee received a report by the Area Commander for Community Safety setting out performance against Integrated Risk Management Plan (IRMP) targets. In introducing the report he highlighted:

- A 16% increase in the number of accidental dwelling fires on Quarter 1 compared to the same period last year. This type of spike occurred occasionally, but monthly trends across the county in May and June 2016 remained within normal ranges;
- A 26% decrease in deliberate fires in Quarter 1 compared to the same period in 2015, which represented the lowest Quarter 1 total in 6 years;
- A 36% reduction in fire-related casualties in Quarter 1 compared to the same period in 2015;
- No fire fatalities in Quarter 1.

In response to questions, the Area Commander for Community Safety reported that:

- Deaths occurring up to a month after an incident were still counted as fatalities related to that incident;
- Fire related fatalities occurred most frequently within the elderly population whilst non-fatal casualties were seen most often within lower age groups amongst those with chaotic lifestyles;
- Fire safety activity designed to reduce the number of automatic fire alarm (AFA) responses was currently being focused on hospitals and care homes;
- Officers set the performance targets for attendance times for the first and second pumps on scene at an incident. The aspiration remained to have 100% of first pumps arriving on scene in 18 minutes and second pumps within 25 minutes, but the target of achieving these response times in 95% of cases was judged to be more pragmatic whilst still challenging;
- A performance percentage of 93.6% of first pumps arriving on scene in the 2015/16 Call Year had fallen slightly short of the 95% target, but performance was improving in Quarter 1 of the 2016/17 and stood at 94.4% at 31 May 2016;
- Current targets were based on the same standards of fire cover which had preceded the introduction of Integrated Risk Management Plan (IRMP) targets.

It was resolved to note the contents of the report and the Committee's comments as recorded above.

## **112. OPERATIONAL COMMAND REVIEW 2016**

The Committee received a report by the Area Commander for Operational Support which provided details of a review of operational command provision within Cambridgeshire Fire and Rescue Service (CFRS). The review sought to ensure the provision of an effective and efficient service which was compliant with new national guidance and legislative requirements regarding incident command in the context of the Comprehensive Spending Review (CSR) settlement for the period 2016-20 which indicated that the Fire Authority needed to find savings and efficiencies of approximately £3.9 million.

During discussion and in response to questions from members it was noted that:

- During the 10 year period from 2006-16 there had been on average one incident per month requiring the attendance of five or more fire engines;
- The Flexible Duty System (FDS) offered a lean and flexible model of working which got officers to the scene of major and concurrent incidents quickly and which supported a sustained presence over time at these incidents where required;

(Cllr Wisson joined the meeting)

- A collaborative arrangement between CFRS and Bedfordshire Fire and Rescue Service which provided a joined-up approach to rostering and the deployment of strategic command officers at Area Commander level had gone live on 1 June 2016. Discussions about similar arrangements with some other neighbouring counties were also in hand.

It was resolved to support the two recommendations set out in paragraph 7.2 of the report, namely:

1. To maintain the current level of operational command on the FDS rota within CFRS at its current level;
2. To explore whether the six additional Station Commander (SC) posts that were not conditioned to the FDS rota required the post holder to be a SC or if the level of these posts could be reviewed. This would be reviewed by the Overview and Scrutiny Committee when it could be fitted into the work programme.  
(**Action:** Scrutiny and Assurance Manager).

### **113. OPERATIONAL ASSESSMENT ACTION PLAN - UPDATE**

The Committee received a report written by Assistant Chief Fire Officer Hylton and presented in his absence by the Deputy Chief Executive providing an update on the Operational Assessment Action (Op/A) Plan.

Members reviewed Appendix 1 to the report which provided details of the progress to date against each identified action. In response to questions it was noted that:

- Staff engagement activities had included both frontline operational officers and professional support staff;
- Honorariums were designed to recognise exceptional contributions by specific members of staff;
- Officers did not anticipate any changes to the Op/A Plan if the Police and Crime Commissioner were to take on additional responsibilities in relation to the Fire and Rescue Service, but they did anticipate that it would lead to changes to the peer review process as a result of Inspectorate involvement.

It was resolved to note the contents of the report and the progress made within the action plan.

#### **114. TERMS OF REFERENCE FOR MEMBER LED REVIEW OF TRANSFER POLICY**

The Committee considered the draft terms of reference for a member led review into Cambridgeshire Fire and Rescue Service's transfer policy. The review was being undertaken to establish whether the organisation had incorporated learning from recent experiences relating to transfers and whether the proposed processes were open, transparent, fair and, where applicable, legally compliant.

During discussion members indicated that it would be helpful to postpone the proposed Committee meeting on 8 September 2016 to allow sufficient time for this important piece of work to be completed and a report produced. Cllr Ashwood said that she would be willing to join the Chairman in taking forward this review and Cllr McGuire indicated that he would be willing to be involved if available. Members also welcomed confirmation that Cllr Bywater was willing to support the work of the review group in his capacity as a member of the Fire Authority.

It was resolved to:

1. Agree the draft terms of reference for the member led review of the transfer policy;
2. Postpone the Overview and Scrutiny Committee meeting planned for 8 September 2016 to a date in October which preceded the meeting of the Fire Authority on 20 October 2016 (Minute 118 below also refers);  
(**Action:** Democratic Services Officer);
3. Invite Cllr Bywater to support the work of the review group in his capacity as a member of the Fire Authority;
4. Liaise with the Chairman and Cllrs Ashwood, Bywater and McGuire to agree arrangements for the review.  
(**Action:** Scrutiny and Assurance Manager).

#### **115. MEMBER LED REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE MEDIA AND COMMUNICATION FUNCTION**

The Chairman invited Cllr Bywater to introduce the report and recommendations which he had produced following a member led review of Cambridgeshire Fire and Rescue Service (CFRS) Media and Communication Function.

Cllr Bywater explained that the review had been undertaken to assure Cambridgeshire and Peterborough Fire Authority that its media and communication function was fit for purpose. To this end it sought factual evidence that the function was operating effectively and efficiently and providing value for money whilst contributing to the strategic aims of CFRS. He offered his thanks to staff in the media and communications team for the information which they provided during the course of review and the manner in which they conducted themselves. He also offered thanks to the Scrutiny and Assurance Manager for her support.

During discussion it was noted that:

- The Head of Group reported to the Chief Fire Officer and was an active member of the Director Advisory Board, enabling them to offer communication advice at a strategic level;
- Three of the four team members provided 24/7 cover through being on call once every three weeks;
- The media and communication function budget had reduced from 1.2% of the total Fire Authority budget in 2010/11 to 0.8% in 2016/17 during a time of increasing public appetite for immediate access to information across a variety of platforms;
- The corporate printing budget had reduced by £27,488 since 2006/7;
- The new website launched in 2015/16 had been financed from an underspend in budget and had represented no additional cost to the Service;
- The Service Excellence Awards evening was now self-funded through sponsorship representing a saving of £8k per annum;
- The media and communications function was key to delivering the CFRS' duty under the Civil Contingencies Act 2004 to warn and inform the public of danger;
- Whilst direct comparison with staffing levels in other organisations was difficult to achieve it was notable that Cambridgeshire Constabulary currently employed nine staff within this function with a further three staff employed by the Police and Crime Commissioner's office;
- Work was continuing to establish how best to quantify the reach of the use of social media, but the success of recent campaigns such as '#RememberRony' and its use in the 2014 recruitment campaign to target demographic groups who were under-represented within CFRS suggested it could provide a productive and cost effective communication tool going forward.

The Chairman, seconded by Cllrs Ashwood and McGuire, thanked Cllr Bywater and officers for their comprehensive and informative work on this issue. It was resolved to:

1. Endorse the review's findings and recommendations, as follows:
  - i. Agree that the current structure of the CFRS media and communication function was fit for purpose;
  - ii. Agree that the media and communication team offered value for money and contributed to all four strategic aims;
  - iii. Acknowledge that outputs, whilst not always measurable, indicated that CFRS was reaching a significant number of the communities it served through its communications and representation on various media platforms;
  - iv. Acknowledge the need for continual self-assessment to ensure that value for money was maintained.
2. Endorse the additional recommendation that the Fire Authority consider the value of making the role of Digital Engagement Officer permanent moving forward, whilst noting that this recommendation did not fall within the remit of the review;
3. Present the report to the Fire Authority for information, highlighting that the Committee endorsed all of its findings and recommendations;
4. Endorse officers' suggestion that the report should be shared with local MPs.

**(Action:** Resolutions 3 and 4 above: The Scrutiny and Assurance Manager/ Head of Transparency, Media and Communications).

#### **116. INTERNAL AUDIT ANNUAL REPORT 2015-16**

The Committee received a report by the Head of Internal Audit setting out their opinion, based upon and limited to work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes for the 12 month period ending on 31 March 2016.

During discussion it was noted that:

- Paragraph 2.2 stated that “follow up of the high and medium priority actions agreed to address previous years’ internal audit findings shows that the organisation had made little progress in implementing the agreed outcomes”. The Deputy Chief Executive said that work had focused on high priority actions and that these were all complete, with work continuing on the remaining medium priority actions. Members felt that this could have been made more clear in the report and indicated that they might wish to discuss this with the Head of Internal Audit at the next meeting;
- The summary of internal audit work completed in 2015/16 at Appendix B showed that all of the areas assessed were found to offer reasonable levels of assurance with risk management offering a substantial level of assurance.

It was resolved to:

1. Note the opinion of the Head of Internal Audit that for the period 2015/16 the organisation had an adequate and effective framework for risk management, governance and internal control;
2. Note that the Head of Internal Audit had identified further enhancements to the framework of risk management, governance and internal control to ensure that it remained adequate and effective, and to further note the assurance of the Deputy Chief Executive that work on these areas was being taken forward.

#### **117. INTERNAL AUDIT STRATEGY 2016-19**

The Committee considered a report setting out the proposed work programme for 2016-17. Members reviewed the planned areas of work set out at Appendix A, noting in particular the inclusion of work on cyber security and the advisory project management review of the Huntingdon Hub.

It was resolved to note the Internal Audit Strategy for 2016-19.

#### **118. WORK PROGRAMME 2016-17**

Members reviewed the work programme for 2016-17. The Chairman said that he would be willing to lead the planned review of the disciplinary appeals procedure if he was available, supported by Cllr Jamil.

It was resolved to:

1. Cancel the meeting on 8 September 2016 and arrange an alternative date in October which preceded the Fire Authority meeting on 20 October 2016;  
(**Action:** The Democratic Services Officer)
2. Liaise with the Chairman and Cllr Jamil regarding timing of the review of the disciplinary appeals procedure.  
(**Action:** The Scrutiny and Assurance Manager).

**119. DATE OF NEXT MEETING**

The next meeting would be arranged for October 2016 and would be held at the Fire and Rescue Service Headquarters, Hinchbrooke Cottage, Brampton Road, Huntingdon PE29 2NA.

**CHAIRMAN**



**TO:** Policy and Resources Committee

**FROM:** Deputy Chief Executive Officer - Matthew Warren

**PRESENTING OFFICER(S):** Matthew Warren

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 22 September 2016

---

## **ISA 260 REPORT – COMMUNICATION OF AUDIT MATTERS WITH THOSE CHARGED WITH GOVERNANCE**

### **1. Purpose**

- 1.1 To ask the Policy and Resources Committee to approve the contents of the appointed auditors ISA 260 Report for 2015/16 and the Statement of Accounts to which they relate.

### **2. Recommendations**

- 2.1 The Committee is asked to:
- approve the ISA 260 Report for 2015/16 (to follow)
  - approve the Annual Governance Statement attached at Appendix 2
  - approve the Statement of Accounts - Appendix 3 to follow.

### **3. Risk Assessment**

- 3.1 **Economic** - recommendations raised within the report highlight action required in future years to improve the recording of specific types of financial information.

### **4. Background**

- 4.1 BDO United Kingdom is the Authority's appointed external auditor.
- 4.2 The report attached at Appendix 1 covers:
- the Audit of the Accounts and Governance Arrangements for 2015/16
  - a conclusion on the arrangements that the audited body has in place to secure value for money in its use of resources.

## 5. Audit Findings

- 5.1 With regard to accounts and governance, the report by BDO states that an unqualified audit opinion is anticipated in respect of the Statement of Accounts 2015/16.
- 5.2 The auditing standard, ISA 260 “Communication of audit matters to those charged with Governance”, requires the external auditor to communicate relevant matters relating to the audit to those charged with governance of the entity promptly to enable them to take appropriate action.
- 5.3 The review of the Authority’s arrangements for securing value for money in its use of resources is concluded based on the following criteria:
- the organisation has proper arrangements for securing financial resilience
  - the organisation has proper arrangements for challenging how it secures economy, efficiency and effectiveness.
- 5.4 It is anticipated that an unqualified opinion will be issued.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
BDO Report 2015/16 to those charged with Governance	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

### **Annual Governance Statement**

#### **Scope of Responsibility**

The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for ensuring that there is a sound system of internal controls which facilitate the effective exercise of the Authority's functions and which includes arrangements for the management of risk.

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE framework: Delivering Good Governance in Local Government. A copy of the code is on our website at:

<http://www.cambsfire.gov.uk/documents/FA - Code of Governance.pdf>

This statement explains how the Authority has complied with the code and also meets the requirements of regulation 4(3) of the Accounts and Audit Regulations in relation to the publication of a statement of internal control.

#### **The Purpose of the Governance Framework**

The governance framework comprises the systems and processes and culture and values by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal controls is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal controls is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and to manage them efficiently, effectively and economically.

The governance framework has been in place at the Authority for the year ended 31 March 2015 and up to the date of approval of the statement of accounts.

## The Governance Framework

The key elements of the Authority's governance arrangements include:

- A vision that clearly sets out our purpose and to which the Authority's objectives and priorities are directly related.
- The Authority's core objectives and priorities are set out in the Fire Authority's five year rolling blueprint and is reviewed annually. The blueprint provides a statement of the outcomes that stakeholders can expect from the Service at the end of each of the following five years, towards achieving excellence in the four areas of the vision. From this the business development projects (managed by the Programme Board) and the corporate priorities and top-level targets (managed by the strategic management team) are identified.
- The Authority's core objectives cascade through directorate and group plans to individual performance management plans. In addition, they set out the key activities and related targets for each group and the measure of success that will evidence achievement of these. For each activity, target start and finish dates and lead officer are identified. This document becomes, in effect, the action plan for the work of that group. These plans are then further refined into station and team plans.
- Arrangements for establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- Programme and project management embedded throughout the Service to ensure effective implementation of strategic projects and efficiency gains are realised and recorded.
- Strategy Boards for property and ICT which oversee both areas owing to the significant on-going expenditure in both areas.
- An Annual Report/Statement of Assurance which looks back at the previous year to see how we performed and details priorities for the current year.
- Continuous performance cycle that focuses on objectives and the introduction of new business critical projects, whilst managing business as usual. The system seeks to manage conflicts of resources, whilst updating objectives to reflect the revised priorities.
- Having embedded arrangements for whistle blowing and for receiving and investigating complaints from the public.
- Ensuring the Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).
- Partnership strategy designed to ensure all partnership activities are appropriate and will contribute to the Authority's key objectives.

- Performance management reviews undertaken quarterly highlighting performance against the agreed targets.
- The system of internal control comprises a network of policies, procedures, reports and processes. These arrangements clarify the Authority's vision, objectives, priorities, risk management arrangements, performance management processes and financial controls and aim to ensure compliance with relevant laws and regulations, internal policies and procedures and that expenditure is lawful.
- An integrated risk management strategy and framework that ensure effective management of strategic, directorate programme and project risks.
- Identification of the Authority's business continuity function and responsibilities with regard to the Civil Contingencies Act and preparation of business continuity plan.
- Clear scheme of delegation that sets out the roles and responsibilities of the executive, non-executive, scrutiny and officer functions together with protocols for effective communication.
- Arrangements for developing, communicating and embedding codes of conduct, defining standards of behaviour for members and staff.
- The financial management of the Authority and the reporting of financial management to the Resources Committee.
- The performance management framework of the Authority and the reporting of performance management to the Overview and Scrutiny Committee, which receives regular performance indicator reports and undertakes the core functions of an audit committee, as identified in Copra's *Audit Committee- Practical Guidance for Local Authorities*.
- An internal quality assurance function that targets areas of risk and recommends improvement measures. This function also considers legislation compliance annually.
- Accreditation by the British Standards Institute for Business Continuity, Information Security, Health and Safety and Environmental Management.

More specifically, the Authority's internal financial control is exercised through:

- A written scheme of delegation from the Authority to officers.
- A scheme of financial management which includes financial regulations governing how officers conduct financial affairs and contract regulations which detail fully the responsibilities of officers in ensuring that contract procedures comply with legal requirements, achieve value for money, promote public accountability and deter corruption.
- A comprehensive budgeting system.
- An Overview and Scrutiny Committee, which has responsibility for performing scrutiny reviews on key projects and issues.

- The submission of quarterly budgetary control reports to the Policy and Resources Committee.
- The production of annual local performance indicators which are reviewed by Heads of Directorate and strategic management team.

### **Review of Effectiveness**

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the managers within the Authority who have responsibility for the development and maintenance of the governance environment and also by comments made by the external auditors in their annual audit letter and other reports, other review agencies and inspectorates.

In this regard the Authority retains, contractually, the internal audit services of Baker Tilly to provide an independent appraisal function to review and report on the effectiveness of the systems of internal controls within the Authority. The internal audit team works to defined professional standards, particularly those promulgated by CIPFA in its Code of Practice for Internal Audit in Local Government. The Internal Audit Plan is prepared on the basis of a formal risk assessment and the internal auditor reports directly to the Fire Authority via the Overview and Scrutiny Committee on both the proposed plan and the main outcomes of audit work.

The external auditor reports and delivers plans and an annual letter to the Authority via the Policy and Resources Committee.

A full review of the Authority's strategic risk strategy, process and register has been undertaken. The reviewed strategy and policy has been approved by the Policy and Resources Committee.

Our internal auditors have carried out sufficient audit work to draw a reasonable conclusion on the adequacy and effectiveness of the Authority's governance arrangements.

We have been advised on the implications of the result of the reviews of the effectiveness of the governance framework and a plan to address weaknesses and ensure continuous improvement of the system is in place.

## Significant Governance Issues

Actions to be taken to deal with governance issues identified are as follows:

- The Government announced in December 2015 the financial settlement for years 2016/17 and beyond; the Service continues to plan and implement specific changes designed to meet the budget deficit. An efficiency plan demonstrating how the Authority will address the loss of funding will be submitted to the Treasury in October. The Authority will continue to work towards this plan over the next 3 years. It will therefore be essential to:
  - Ensure robust business continuity management arrangements are in place to ensure, so far as is reasonably practicable, we can continue to exercise their functions in the event of further industrial action by firefighters.
  - Ensure continuing strong financial control and financial management in a time of significant budget reductions.
  - Ensure the continuation of strong risk management in time of significant organisational change.
  - Clearly link financial, strategic and corporate planning to the service improvement programme.
  
- Implementation of key audit recommendations.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Chris Strickland  
Chief Fire Officer and Chief Executive

Date:

Cllr Sir P Brown  
Chairman Cambridgeshire and Peterborough Fire Authority

Date:



**TO:** Policy and Resources Committee

**FROM:** Deputy Chief Executive Officer - Matthew Warren

**PRESENTING OFFICER(S):** Matthew Warren

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 22 September 2016

---

---

## **GUIDANCE ON FOUR YEAR SETTLEMENTS**

### **1. Purpose**

- 1.1 To present the Policy and Resources Committee with an Efficiency Plan for approval.

### **2. Recommendation**

- 2.1 The Committee is asked to make comment and approve the draft Efficiency Plan attached at Appendix 1.

### **3. Risk Assessment**

- 3.1 **Economic/Political** – there continues to be a push to drive efficiency across the public sector. The proposal to introduce an efficiency programme linked to known grant income is key to the current settlement. There is a risk that should the Authority not sign up to the four year settlement its grant income could change.

### **4. Background**

- 4.1 The Draft Revenue Support Grant (RSG) settlement was received on 20 December 2015. The settlement offered the opportunity for all local authorities to accept a four year settlement, provided an efficiency statement for the same period was submitted and approved by the Treasury. At the time no detail was provided as to what would be an acceptable efficiency statement.

- 4.2 the Department of Communities and Local Government (CLG) published guidance in March 2016 on how the four year financial settlements promised in the previous December would operate. Additional guidance for single purpose Fire Authorities was received from the Home Office on 1 August 2016. Whilst there will be no formal sign off of the statement, the Home Office is requesting that a copy of it is submitted to them by 14 October 2016.

4.3 The only condition that is attached to the four year offer is that we must publish an efficiency statement. This can be combined with the Medium Term Financial Strategy (MTFS) and transformation programmes, such as the comprehensive spending review project we are currently formulating.

4.4 In addition, it is highlighted that all Fire Authorities should clearly set out how they will collaborate with the Police and other partners to improve their efficiency.

## 5. The Efficiency Statement

5.1 The Draft Efficiency Plan at Appendix 1 draws on key information contained within the MTFS, approved by the Authority in December 2015.

5.2 The MTFS for 2016/17 to 2019/20 contained many assumptions about housing growth, council tax and government funding. All of these assumptions are built into the efficiency statement template. The key assumption for members, particularly for financial year 2017/18, is that council tax will again rise by 2%. This principle is based on the assumption from Government, included within the settlement, that there is an expectation of local tax rises and over the duration of the Parliament there will be less reliance on central grant funding.

5.3 If this assumption is accepted, subject to full Authority approval in February 2017, the Service is close to being in a position of balancing the budget for 2017/18. The position for future financial years is less clear and reserves will play an important part in future funding as we make progress with our change programme.

5.4 The final key aspect to highlight is the requirement to provide a detailed statement of our collaboration activity.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire Authority Estimates 2016/17	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY**  
**EFFICIENCY PLAN 2016 - 2020**

DRAFT

**Table of Contents**

About the Plan ..... 3

Four Year Plan ..... 3

Funding Assumptions ..... 4

Budget Assumptions ..... 5

Service Efficiency Programme ..... 6

Collaboration ..... 6

Performance Information ..... 7

Use of Reserves ..... 7

Progress of the Efficiency Plan ..... 8

DRAFT

## **About the Plan**

The Efficiency Plan sets out how the Authority plans to improve the service it provides whilst managing with reduced real-term funding levels. This document contains links to other relevant documents and websites and should be read in conjunction with those.

## **Four Year Plan**

The Authority's strategy for the provision of fire and rescue services for the next four years is driven by the approved Integrated Risk Management Plan 2015-2019 (IRMP), which can be viewed at: <http://www.cambsfire.gov.uk/IRMP%20report%20A4%20for%20website%202016-17.pdf>

The IRMP details how we will engage with the communities of Cambridgeshire to ensure we are responsive to their ever changing needs. The IRMP details the activities that we plan to engage in to reduce the risks within our communities.

DRAFT

## Funding Assumptions

The following table sets out the assumptions the Authority is making about funding up to 2019/20. The Government has offered authorities a guaranteed four year funding settlement in order to provide increased certainty and to aid planning. However this only guarantees the minimum amount of revenue support grant (RSG) receivable. Business rates receivable are not guaranteed and are subject to volatility depending on factors such as the level of growth and appeals against valuations.

<b>Settlement Funding Assessment</b> <i>(All figures are £000 unless stated)</i>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Baseline Funding - Business Rates / Top Up					
RSG					
<b>Settlement Funding Assessment Total</b>	<b>11,633</b>	<b>10,741</b>	<b>9,587</b>	<b>9,020</b>	<b>8,810</b>
<b>Council Tax Forecast</b>					
Band D Council Tax (£)	£64.26	£65.55	£66.86	£68.19	£69.56
Actual / Assumed Council Tax base increase on previous year	265,892	271,265	274,611	277,984	281,248
Yearly Council Tax Precept Increase		349	360	372	384
Collection Fund (council tax & business rates)		694	579	597	606
<b>Estimated Total Council Tax Income</b>	<b>17,086</b>	<b>17,780</b>	<b>18,359</b>	<b>18,957</b>	<b>19,563</b>
Council Tax Band D Precept Increase (%)		2%	2%	2%	2%
Growth in Council Tax Base Yield to Previous Year (%)			1%	1%	1%
<b>TOTAL</b>					

The level of RSG the Authority receives will decrease by 65% between 2015/16 and 2019/20. This represents a significant shift in Government policy as they now expect local authorities to increase council tax to support their activities. This fundamental shift in policy and the Government expectation that council tax will increase in line with their inflation targets, has resulted in an annual increase of 1.99% being forecast.

## Budget Assumptions

The following table sets out the expected costs pressures facing the Authority alongside other income it expects to receive.

	Estimate	2016/17	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	Incr. %	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000		£'000	£'000	£'000	£'000	£'000
<b>Budget (previous year)</b>	<b>28,719</b>		<b>28,453</b>	<b>27,849</b>	<b>27,934</b>	<b>28,326</b>	<b>27,768</b>
Wholetime Firefighters Pay	110						
Retained Firefighters Pay	23						
Fire Control Pay	15		0	0	0	0	0
Local Government Employees Pay (LGEs)	97		0	0	0	0	0
Insurance	-1						
Other Price inflation	-36						
<b>Inflation</b>	<b>208</b>	<b>0.7%</b>	<b>284</b>	<b>279</b>	<b>280</b>	<b>284</b>	<b>277</b>
LGE Staff	188						
Control Room Staff	15						
Firefighters	-140		0				
Operational Activity	127		0				
Capital Charges	-80		-6	12	48	0	0
Additional Govt Grants	-86						
Other	50		11	11	11	0	0
<b>Budget Variations</b>	<b>74</b>	<b>0.3%</b>	<b>5</b>	<b>23</b>	<b>59</b>	<b>0</b>	<b>0</b>
<b>Service Pressures/Efficiency Savings</b>							
Budget Holder Savings	-548	-1.9%	-893	-217	53	-842	-214
<b>Service Pressures/Efficiency Savings</b>	<b>-548</b>	<b>-1.9%</b>	<b>-893</b>	<b>-217</b>	<b>53</b>	<b>-842</b>	<b>-214</b>
<b>Budget Requirement</b>	<b>28,453</b>	<b>-0.9%</b>	<b>27,849</b>	<b>27,934</b>	<b>28,326</b>	<b>27,768</b>	<b>27,831</b>
<b>Less:</b>							
RSG	-5,080		-3,800	-3,140	-2,750		
Top-up Grant	-2,060		-2,110	-2,170	-2,240	-3,816	-3,251
National Non-domestic Rates	-3,540		-3,600	-3,710	-3,820	-3,858	-3,897
<b>Fire Authority Precept</b>	<b>17,773</b>		<b>18,339</b>	<b>18,914</b>	<b>19,516</b>	<b>20,094</b>	<b>20,683</b>
<b>Tax Base</b>	<b>271,265</b>		<b>274,611</b>	<b>277,984</b>	<b>281,248</b>	<b>284,060</b>	<b>286,901</b>
<b>Band D Tax</b>	<b>£65.52</b>		<b>£66.78</b>	<b>£68.04</b>	<b>£69.39</b>	<b>£70.74</b>	<b>£72.09</b>
<b>Year on Year Increase</b>	<b>1.96%</b>		<b>1.9%</b>	<b>1.9%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>1.9%</b>

Within employee costs there are a number of cost pressures that are outside of the Authority's control, primarily related to pension valuations and legislative changes. These increase the level of savings that the Authority is required to find between now and 2019/20. As well as cost pressures relating to general inflation, the Authority also faces increasing costs as it seeks to broaden the range of services it is able to offer to the public. There is also an increased focus on prevention work.

The income receivable by the Authority is currently projected to be stable over the medium term, although there is currently a high risk that this may reduce significantly depending on the outcome of the National Resilience review. This funding is receivable within the Fire Revenue Grant and should the grant be cut significantly then it is likely that cuts to the service will be required.

## **Service Efficiency Programme**

Our current programme includes but is not limited to the following examples of where we have or expect to make savings:

- Senior Officer restructure £261k
- Reduced capital funding £100k
- Reduction of the On Call budget £301k
- Reduction in training and community fire safety £65k
- Removal of a health and safety post £15k.

## **Collaboration**

The Authority is committed to increasing collaboration with the police and other local public sector partners. We have formal agreements with Bedfordshire Fire and Rescue Service for an ICT Shared Service and a shared Principal Officer Command rota. In addition, we have a Combined Fire Control with Suffolk Fire and Rescue Service.

The Service has a programme focussed at looking at collaboration opportunities with Cambridgeshire Constabulary. In addition to this, we share a number of our operational premises with the police and are creating a new Joint Fire and Police Station in Wisbech. Attached as appendix 2 is a comprehensive list of all other major collaboration undertaken by the Service with our public sector partners.

## Performance Information

The Authority is compliant with the Local Government Transparency Code and is committed to the publication of transparent performance information including but not limited to:

- Budget monitoring reports (revenue, capital and treasury)
- Statement of Accounts
- Annual Governance Statement
- Statement of Assurance.

## Use of Reserves

Reserves are an essential part of good financial management. They allow authorities to manage unpredictable financial pressures and plan for their future spending. The level, purpose and planned use of reserves are important factors for members to consider in developing medium term financial plans (MTFP) and setting annual budgets. Reserves are held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves
- a means of building up funds (often referred to as earmarked reserves) to meet known or predicted requirements.

Within the existing statutory and regulatory framework, it is the responsibility of the Chief Finance Officer to advise the Authority about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.

The projected balance of reserves for the period is shown in the following table.

<b>Estimated Financial Reserves Levels</b> <i>(All figures are £000 unless stated)</i>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
---	----------------	----------------	----------------	----------------	----------------

General Fund Balance	2,348	2,348	2,348	2,348	2,348
Earmarked General Fund Reserves	11,868	10,768	3,768	3,768	7,268
Use/Return of Earmarked Reserves	(1,100)	(7,000)		3,500	

The major commitment for the Property Development Reserve is the new 'Huntingdon Hub' project that will merge the existing Huntingdon station, training centre and Headquarters onto a single site. This fund will finance the upfront cost of the new site. The existing sites will be sold or redeveloped once the new site is fully operational. The table above assumes an income figure for both sites based upon market valuations. If not used for the 'Huntingdon Hub', the reserve will be used to support the Authority's capital programme.

### **Progress of the Efficiency Plan**

The Authority commits to publishing an annual report on the progress of the Efficiency Plan. This will be published alongside our annual Statement of Assurance on our website.

## Cambridgeshire Fire and Rescue Service Collaboration

### With other Fire and Rescue Services (FRS)

- Combined Control with Suffolk FRS
- Senior Officer sharing with Bedfordshire FRS
- Service Transformation and Efficiency Programme (STEP) with Bedfordshire, Devon and Somerset FRS's
- ICT, Geographical Information System and Incident Command Unit with Bedfordshire FRS
- Insurance consortium with 8 other FRS's
- Audit function shared with Essex and Bedfordshire FRS's
- Jointly provide the regions Hazardous Detection Identification and Monitoring team in collaboration with Essex FRS
- Delivering wholtime firefighter phase one training with South Wales FRS

### With other Emergency Services

#### Police

- Using CFRS sites at Dogsthorpe and Linton
- Cambridgeshire Police Arson Liaison - we have a dedicated police arson single point of contact across the whole county, enabling us to work closely with the police and react to arson within Cambridgeshire in a timely and efficient manner. We have arrangements in place that enables the CFRS Arson Liaison Officer to access all police stations across the county and the police database.
- We form part of a Joint Education Team tackling drug gangs in Cambridge (Operation Armitage).
- Police utilising our cars for community based work in Peterborough

### East of England Ambulance Service

- Using CFRS sites at Chatteris and Dogsthorpe – providing emergency presence
- CFRS piloting co-responding with the Ambulance Service at a number of rural stations.

### With Public Sector Partners

- Cambridgeshire County Council – currently working on project with Audit Social Care teams to support services through the Safe and Well Visit.
- Peterborough – Safer Peterborough Partnership – one Station Commander embedded into partnership and working as deputy team manager
- Peterborough Prison and the Probation Service - becoming established within Peterborough Prison. Work began with the Prison Service in

2015 and the Probation Service at Peterborough Magistrates Court in January 2016.

- Fenland – Operation Pheasant - CFRS form part of the joint enforcement team targeting rogue landlords. This has now extended to Peterborough.
- Bobby Scheme - formal arrangement in place which enables Bobby Scheme volunteers to deliver Home Fire Safety Checks on behalf of CFRS (over 1000 a year), in vulnerable adults' homes.
- Currently working with the health service in St Ives to determine future site redevelopment.

### **With Private Sector Partners**

- Prince's Trust/Cambridgeshire Police/Norfolk FRS - form part of a joint delivery team in Wisbech – team programme currently delivering four, 12 week courses per year.
- Rural Crime Group – involves CFRS/Norfolk FRS/Cambridgeshire Police/National Farmers Union/Power Stations - the joint team have been extremely successful in driving down stack fires within the area over the last 2 years.
- Red Cross/Alzheimer's Society/MIND/MiHomecare (through Olive Branch) provide a gateway for all agencies when identifying risk in the homes of vulnerable people. Olive Branch enables all agencies to deliver services on behalf of each other for example, CFRS have trained other agency staff to identify and mitigate fire risk in people's homes on our behalf
- Red Cross - fire victims support
- Rotary Club - funding of smoke alarms for vulnerable adults in Wisbech
- Cambridge Airport - use of airport for hot fire training and in return, CFRS trained the airport staff
- Cambridge Community Fire and Rescue Station – new station at Cambridge achieved by working with a private partner resulting in 99 flats and new station provided at no cost to public and profit share back to CFRS of £1.082 million
- Community Champions – work commissioned through third sector; Groundworks to provide a range of volunteers to deliver community safety advice, visits and referrals to organisations
- Community Fund – managed through Cambridge Community Foundation we offer grants to local communities aimed at reducing risk and vulnerability.
- Delivering wholetime firefighter phase one training with Babcock.

## Agenda Item: 6

**TO:** Policy and Resources Committee  
**FROM:** Deputy Chief Executive Officer - Matthew Warren  
**PRESENTING OFFICER(S):** Matthew Warren

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 22 September 2016

---

### **BUSINESS RATES RETENTION - CONSULTATION**

#### **1. Purpose**

- 1.1 To provide the Policy and Resources Committee with a response for approval to the consultation on Business Rates Retention.

#### **2. Recommendation**

- 2.1 The Committee is asked to approve the response proposed to the consultation.

#### **3. Risk Assessment**

- 3.1 **Financial** – the Authority is always at risk of its funding, associated with business rates, fluctuating on an annual basis. The major risk is in circumstances where a major business leaves the area and our proportion of the local business rate is lost.

#### **4. Background and Suggested Response**

- 4.1 Attached at Appendix 1 is the consultation document issued by the Department of Communities and Local Government. The document proposes that, by the end of the current parliament, local government will retain 100% of taxes raised locally.

- 4.2 Whilst there is a significant amount of detail within the consultation document, there is only one specific question that requires a response from fire and rescue services and that is:

**“Do you consider that fire funding should be removed from the business rates retention scheme and what might be the advantages and disadvantages of this approach?”**

- 4.3 It is suggested that the Authority response is:

Cambridgeshire and Peterborough Fire Authority believe that fire funding should be removed from the business rates scheme and be replaced with a specific fire grant that equals current funding levels. The effect local business rates funding has on a local fire and rescue service is relatively minor. The advantage of having a specific grant removes the uncertainty associated with the annual variations associated with

local business rates. The disadvantage is that the local fire and rescue service does not benefit from local business rates growth. However the certainty of funding outweighs this benefit.

- 4.4 If the Committee accepts this response then no further responses are required as fire and rescue services will sit outside of future arrangements and should therefore not have any influence on the outcome.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
DCLG Self sufficient local government: 100% Business Rates Retention	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

## Agenda Item: 8

**TO:** Policy and Resources Committee

**FROM:** Deputy Chief Executive Officer - Matthew Warren

**PRESENTING OFFICER(S):** Matthew Warren

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 22 September 2016

---

### REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016/17

#### 1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update on revenue and capital spending as at 31 August 2016.

#### 2. Recommendation

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

#### 3. Risk Assessment

- 3.1 No specific risks are associated with this report.

#### 4. Background

- 4.1 The budget for 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 in June 2016 the Policy and Resources Committee approved a revenue carry forward of £1.501m. To date, £1.486m has been allocated to the new financial year budget. In addition, the funding in respect of committed orders for revenue and capital was also carried forward totalling £1.424m. The majority of this funding relates to the Yaxley site redevelopment. The resulting total net budget for the current financial year is £31.364m.

- 4.3 A budgetary control summary showing the main variations to the end of August 2016 is attached at Appendix 1.

- 4.4 As part of the budget preparation process for 2016/17 a total of £548k savings were identified. These savings were used to offset the loss of government grant.

#### 5. Update – Revenue Expenditure

- 5.1 To the end of August 2016, the Service is just above the budgeted establishment for firefighters. However as the year progresses retirements will mean that

firefighter numbers will fall below the budgeted figure and this position will continue into the next financial year. It is for this reason that the Service recruited another 12 wholetime firefighters who commenced training (in Wales) on 1 September 2016. It is anticipated that this proactive recruitment will ensure that the Service does not need to recruit again before 2018. The existing underspend against the training budget will be spent on the new recruits training.

- 5.2 The underspend shown against the senior management budget relates to the saving associated with reducing the number of Directors from four to three. In addition, grant income relating to the local resilience forum is also included here.
- 5.3 Premises budget is showing an underspend. This is expected to diminish by the end of the financial year as property maintenance work is completed and the winter energy bills are received and paid.
- 5.4 The supplies and services budget is showing a significant underspend to date; much of this underspend relates to ICT contracts that are paid once year. In addition, there is a large order still to be completed on undress uniform that is currently contributing to the overall underspend. It is expected that this budget will be fully spent at year end.
- 5.5 The trend of under spending continues against the On Call budget due to the On Call firefighter establishment being below that forecast; significant effort continues to be made to recruit additional On Call firefighters and targeted recruitment campaigns are ongoing across the county. A report was presented to the Authority in February 2016 outlining potential options; part of this (continuing) work is looking into ways that may incentivise members of the public to take on the role of an On Call firefighter in the future.

## 6. Update - Capital Expenditure and Financing

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

		Original Budget	Carry Forwards	Virements	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's	£000's	£000's
<b>Expenditure</b>							
Vehicles	6.2	1,731	231	0	231	1,962	858
Land & Buildings	6.3	940	776	0	776	1,716	65
Equipment	6.4	345	29	0	29	374	113
IT and Communications	6.5	350	243	0	243	593	-14
		3,366	1,279	0	1,279	4,645	1,022
<b>Financing</b>							
Capital Receipts		-456	0	0	0	-456	0
Loan		0	0	0	0	0	0
Grants		0	0	0	0	0	-1
Capital Grants Reserve		0	0	0	0	0	0
Application of Capital Reserve		-1,402	-1,279	0	-1,279	-2,681	0
Revenue Contribution		-1,508	0	0	0	-1,508	-1,021
		-3,366	-1,279	0	-1,279	-4,645	-1,022

6.2 This budget covers the purchase of operational and non operational vehicles. This year the Authority approved the purchase of 49 vehicles, including three new fire appliances.

6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to a carry forward from last year of funds provided for training enhancements and the completion of the Yaxley site redevelopment. This year the Service is looking to replace a number of training towers.

6.4 The equipment relates to appliance ladders, heavy duty rescue equipment and other specialist firefighting equipment.

6.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last years budget to complete the rollout of new PC equipment.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
None		

## Appendix 1

Description	Paragraph	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	5.1	10,523,050	3,505,545	3,534,058	28,513	0.81%
Control Room Staff		1,539,060	513,738	488,526	-25,212	-4.91%
Local Govt. Employees	5.2	3,174,075	925,046	881,574	-43,472	-4.70%
Senior Management (Hay)	5.2	2,799,975	918,654	776,990	-141,664	-15.42%
Recruitment & Training	5.1	782,239	274,925	226,523	-48,402	-17.61%
Fire Allowances		474,455	146,584	163,507	16,923	11.54%
<b>EMPLOYEE COSTS</b>		<b>19,292,854</b>	<b>6,284,492</b>	<b>6,071,178</b>	<b>-213,314</b>	<b>1.11%</b>
Property Maintenance		375,282	147,337	95,195	-52,142	-35.39%
Insurance		208,270	121,421	97,617	-23,804	-19.60%
Energy Costs		268,310	87,510	72,698	-14,812	-16.93%
Cleaning		136,971	46,306	16,947	-29,359	-63.40%
Rents & Rates		551,270	551,270	548,671	-2,599	-0.47%
<b>PREMISES</b>	<b>5.3</b>	<b>1,540,103</b>	<b>953,844</b>	<b>831,128</b>	<b>-122,716</b>	<b>7.97%</b>
Car & Cycle Allowances		69,120	23,023	23,874	851	3.70%
Vehicle Running Expenses		157,356	52,933	29,864	-23,069	-43.58%
Vehicle Insurance		172,250	92,793	84,049	-8,744	-9.42%
<b>TRANSPORT AND MOVEABLE PLANT</b>		<b>398,726</b>	<b>168,749</b>	<b>137,787</b>	<b>-30,962</b>	<b>7.77%</b>
Office Expenses		346,544	118,543	102,654	-15,889	-13.40%
IT & Communications Equip.		1,537,019	691,601	578,820	-112,781	-16.31%
Fire Equipment		288,613	88,137	24,021	-64,116	-72.75%
Uniforms & Clothing		522,597	210,736	115,711	-95,025	-45.09%
Other Supplies & Services		2,529,067	703,721	732,154	28,433	4.04%
<b>SUPPLIES AND SERVICES</b>	<b>5.4</b>	<b>5,223,840</b>	<b>1,812,738</b>	<b>1,553,361</b>	<b>-259,377</b>	<b>4.97%</b>
Debt Charges		3,067,690	-15,399	-15,783	-384	2.49%
External Interest		-90,000	-8,982	3,489	12,471	-138.84%
<b>CAPITAL FINANCING</b>		<b>2,977,690</b>	<b>-24,381</b>	<b>-12,295</b>	<b>12,087</b>	<b>0.41%</b>
<b>CONTROLLABLE EXPENDITURE</b>		<b>29,433,213</b>	<b>9,195,442</b>	<b>8,581,159</b>	<b>-614,283</b>	<b>2.09%</b>
Other Income		-1,273,570	-276,358	-394,479	-118,121	42.74%
Other Government Grants		-455,846	-151,934	-143,844	8,090	-5.32%
<b>CONTROLLABLE INCOME</b>		<b>-1,729,416</b>	<b>-428,292</b>	<b>-538,323</b>	<b>-110,031</b>	<b>6.36%</b>
<b>NET CONTROLLABLE EXPENDITURE</b>		<b>27,703,797</b>	<b>8,767,150</b>	<b>8,042,836</b>	<b>-724,314</b>	<b>2.61%</b>
Pensions - Lump Sums		595,860	198,600	191,994	-6,606	-3.33%
Operational Fire Budget		3,064,010	1,022,893	783,188	-239,705	-23.43%
<b>SAFETY-NETTED EXPENDITURE</b>	<b>5.5</b>	<b>3,659,870</b>	<b>1,221,493</b>	<b>975,182</b>	<b>-246,311</b>	<b>6.73%</b>
<b>NET EXPENDITURE</b>		<b>31,363,667</b>	<b>9,988,643</b>	<b>9,018,018</b>	<b>-970,625</b>	<b>-9.72%</b>

## Agenda Item: 9

**TO:** Policy and Resources Committee

**FROM:** Deputy Chief Executive Officer - Matthew Warren

**PRESENTING OFFICER(S):** Matthew Warren

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 22 September 2016

---

### **RISK MANAGEMENT – MONITORING REPORT**

#### **1. Purpose**

- 1.1 To provide the Policy and Resources Committee with an updated strategic risk report, as at September 2016, 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 which is attached at Appendix 1. (A colour copy of this report will also be provided under separate cover).

#### **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. A number of risks have been closed and several merged as their intent and purpose were duplicated.
- 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 Director Advisory Board 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 at Appendix 1. 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 two highest risks currently in the strategic risk register are constants with an active status;

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 of Cyber Security Information Sharing Partnership (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.		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.		1-9 J Fagg	
<b>Comments</b>					
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 treats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R069	There is a risk that due to the Suffolk Fire and Rescue Service (SFRS) not resolving its status of wholtime appliances on the larger stations, this could result in mis mobilisations due to a reliance on memories of control staff and inconsistent practices.	Rick Hylton	External Environment	20	20
Mitigation activities		Target completion		Owner	

<p>1. CFRS advised Suffolk of the risk at Project Executive Board meeting 20th Feb 2013</p> <p>2. Advised Suffolk of possible solutions to remove risk, but they are still content for wholetime station to determine the appliance to be utilised and they have accepted the risk.</p> <p>3. Confirm with Suffolk that they are still aware of the risk posed and ascertain if there is any intention to mitigate it.</p>	<p>1. Complete</p> <p>2. Complete</p> <p>3. September 16</p>	<p>3. R Hylton</p>
<b>Comments</b>		
This is a risk to the Authority but it is outside of the control of the Authority as it relates to the mobilising requirements of Suffolk Fire and Rescue Service.		

5.4 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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Maintain a watching brief on this as it is outside of our control		1. Ongoing		1. M Warren	
<b>Comments</b>					
This risk sits largely outside of the control of the Authority as it is created by an external project. The Home Office is anticipated to be making an announcement regarding the ESMCP project timescales slippage in September 2016. 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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
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	
<b>Comments</b>					
This risk sits largely outside of the control of the Authority as it is created by an external project. The Home Office is anticipated to be making an announcement regarding the ESMCP project timescales slippage in September 2016. Engagement and monitoring of the situation is ongoing.					

Risk	Risk Description	Risk	Impact	Pre-	Post-
------	------------------	------	--------	------	-------

Number		Owner	Type	mit score	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.		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 Office is anticipated to be making an announcement regarding the ESMCP project timescales slippage in September 2016. Engagement and monitoring of the situation is ongoing.					

5.5. The following five 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 - 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 the Service Transformation and Efficiency Programme. (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		1. Oct 15 2. Complete 3. April 2016		1. T Mirfin 3. R Hylton	
Comments					
Work has been undertaken to streamline and improve the recruitment process through STEP, this has reduced the administration through the process by 87%. Work is ongoing on the overall mitigations to reduce the 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		Owner	

	<b>completion</b>	
<p>1. Ongoing review Project Review On-Call</p> <p>1a. Review skills set and assess where skill sets may need to be increased.</p> <p>1b. Review alternative models for the provision of on-call, consider if the Tactical Delivery Group (TDG) may be able to provide support</p> <p>1c. Review of equipment used on On-Call appliances</p> <p>1d. Review the types of appliance used by the on-call</p> <p>1e. Investigate the option of On-Call TDG</p> <p>1f. Review secondary contracts for Wholetime</p> <p>2. Implement recommendations from the On-Call review project</p> <p>3. Increasing support to on call staff from Wholetime staff</p> <p>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.</p> <p>5. Co-responding project undertaken.</p>	<p>1a-f. Ongoing</p> <p>2. TBC</p> <p>3. Complete</p> <p>4. Ongoing</p> <p>5. Ongoing</p>	<p>1. R Hylton/G Mitchley</p> <p>2. R Hylton</p> <p>4. M Moore</p> <p>5.S Newton</p>
<b>Comments</b>		
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 - 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	12	4
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
<p>1. Rick to raise with Health and safety to establish the current controls that are in place.</p> <p>2. Employment of specialists to provide advice and guidance in Health and Safety. (H&amp;S)</p> <p>3. Current management system controls in place and regularly audited by internal independent auditor and externally by BSI during scheduled visits.</p> <p>4. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with H&amp;S team and Property Group staff to determine compliance and confidence levels</p> <p>5. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling 3 yearly cycle by external specialist auditors, last recertified in 2014 due again in April 2017</p> <p>6. Monitoring of incidents conducted and reporting</p>		<p>1. Complete</p> <p>2. Complete</p> <p>3. Monthly</p> <p>4. Annual</p> <p>5. April 2017</p> <p>6. Ongoing</p> <p>7. Ongoing</p> <p>8. Ongoing</p> <p>9. 1st October 2016</p> <p>10. 1st December 2016</p>		3 – 10 D Taylor	

<p>undertaken, putting in place rectification actions where required.</p> <p>7. Maintenance of the 18001 accreditation</p> <p>8. 6 monthly station inspection assurance programme in place to evaluate level of internal compliance with requirement.</p> <p>9. Review existing Risk assessment documentation and guidance to ensure ease of use by staff and consistent application.</p> <p>10. Consider additional training and guidance material to be given to Stations and Watches once guidance and forms revised.</p>		
<b>Comments</b>		
<p>The risk has been turned from Controlled to Active due to a recent event that has resulted in an investigation and recommendations to review and revise the current risk assessment documentation available to Stations and Watches. Until these mitigations are completed the Pre-mitigation probability has been moved to 3 from 1, this change has moved the risk from a low risk to a high risk. Work is underway to reduce this and will be completed by December 2016.</p>		

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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
<p>1. Redefine the activities that must be delivered by the Service through the Service planning process.</p> <p>2. Review resourcing at the Business Development Programme Board.</p> <p>3. Inform members of potential delay.</p> <p>4. Consider programme control to further enhance the use of resources.</p> <p>5. Maintain the Resource Management plan to understand the resource implications across the Service and establish realistic timescales for delivery of activities.</p>		<p>1. October 16</p> <p>2. 5th September 16</p> <p>3. Ongoing through Project Boards</p> <p>4. Ongoing</p> <p>5. Monthly</p>		<p>1. Director Advisory Board (DAB)</p> <p>2. T Mirfin</p> <p>3. C Strickland</p> <p>4. C Strickland</p> <p>5. T Mirfin</p>	
<b>Comments</b>					
<p>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.</p>					

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	9
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Business Continuity Planning through the		1. Complete -		1. A Brown	

<p>corporate project action plan in place for further activities.</p> <ol style="list-style-type: none"> <li>2. Pre planning for Pandemics/Flu. - Influenza Management team set up and in place.</li> <li>3. Look for skills transfer within teams.</li> <li>4. BS standard achieved</li> <li>5. Restructuring within the service to manage single points of failure.</li> <li>6. Shared Services for ICT established to share skills with other authorities. Structure now in place.</li> <li>7. The workforce development strategy is being developed.</li> <li>8. Create a local authority controlled company which will incorporate Shared Services and provide resilience, subject to Authority approval.</li> <li>9. Put in place succession plan</li> <li>10. Review of structure</li> <li>11. Look to the wider partners for collaboration opportunities</li> <li>12. Ensure that documentation is maintained and kept within DMS.</li> <li>13. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities.</li> </ol>	<p>assessment in May to understand if a refresh is required.</p> <ol style="list-style-type: none"> <li>2. Complete</li> <li>3. Ongoing first tests complete</li> <li>4. Complete</li> <li>5. Complete</li> <li>6. Complete - In operation</li> <li>7. Complete</li> <li>8. April 17</li> <li>9. Dec 16</li> <li>10. Dec 17</li> <li>11. Ongoing</li> <li>12. Ongoing</li> <li>13. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>3. A Brown</li> <li>8. M Warren</li> <li>9. Directors</li> <li>10. Directors</li> <li>11. Directors</li> <li>12. Head of Groups (HoGs)</li> <li>13. HoGs</li> </ol>
<b>Comments</b>		
This risk has increased over the past 12 months due to a number of changes in personnel; mitigation plans are in place and being actioned to reduce the risk.		

5.6 The following **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 a insufficient capacity in the Team to deliver the work required.	Matthew Warren	Service Delivery	16	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
<ol style="list-style-type: none"> <li>1. Ensure that we have a proper roll out plan.</li> <li>2. Ensure that appropriate testing is in place before roll out</li> <li>3. Robust evaluation of the way forward and senior management engagement in decision making to ensure it is business focussed.</li> <li>4. Effective communication planning.</li> <li>5. Consider Programme Plans and impacts on these to consider scheduling</li> <li>6. Outsource critical works.</li> <li>7. Increase Server team by 2 additional staff to ease bottle neck.</li> <li>8. ICT Project manager post to help with the management and delivery of work</li> </ol>		<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. All Projects</li> <li>3. Ongoing</li> <li>4. Jan 2017</li> <li>5. Ongoing</li> <li>6. Ongoing</li> <li>7. Complete</li> <li>8. Complete</li> </ol>		1 – 6 J Fagg	
<b>Comments</b>					
A programme of required work is in place and with the recent appointment of the ICT Project manager to assist in the delivery of the mitigation actions and liaison with the wider service.					

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-sourced causing a budgetary increase and loss of resilience	Matthew Warren	Finance	16	8
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. Dec 16 3. Ongoing		1. M Warren 2. J Fagg 3. J Fagg	
Comments					
This is a new risk; it has initially been scored as a high risk. Work is ongoing within the shared service to reduce the probability of this risk being realised, subject to the agreement by both services the intention is for the second mitigation action to reduce the probability of the risk being realised.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R007	There is a risk that Government funding is insufficient to meet the new demands meaning that performance improvements are not sustained, new initiatives cannot be taken forward.	Matthew Warren	Finance	12	6
Mitigation activities		Target completion		Owner	
1. Robust finance planning integrated into business planning 2. Efficiency planning / targets 3. Programme management 4. Budget holder training - buddy system, budget holders support 5. Understand financial climate 6. Financial Planning meeting to be held in September. 7. Service Redesign programme in place to identify cost savings 8. Zero based planning exercise complete by Heads of Group in for Director Advisory Board (DAB) for review. 9. CSR - Workshops/feasibility studies/projects		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing 6. Complete 7. Complete 8. Complete 9. Ongoing		1. M Warren 2. Budget holders 3. T Mirfin 4. M Warren 5. M Warren 9. M Warren/C Strickland	
Comments					
The mitigations for this risk are in progress, with the completion of the actions the probability of the risk occurring will reduce.					

5.7 The following three risks are **High** risks categorised as constant with a status of controlled;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit	Post-mit
-------------	------------------	------------	-------------	---------	----------

				score	score
STA - R046	There is a risk that the skills/resources required to deliver the programme are not available in the right quantities within the Service.	Matthew Warren	Programme	12	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Resource planning to ensure the organisations capacity is managed and ensured that implications of resource required understood. 2. Outsource skills when required, this is based on a capacity and skills mix. 3. Horizon scanning for future resource requirements to allow resource planning		1. Ongoing 2. Ongoing 3. Dec 16		1 – 3 T Mirfin	
<b>Comments</b>					
This probability of this risk occurring has increased moving this to a high risk for the Service. Work is ongoing to review the current status of the Services capacity to deliver the change programme. Key departments affected have been identified as ICT, Procurement, Application Support Group, Human Resources and the Property department. Some low priority projects have been deferred and others staged to manage the resource impacts. This is managed on an ongoing basis through Programme Board.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R027	There is a risk that due to ongoing discussions/activities nationally (Pay award – Fire Brigades Union (FBU), Government actuaries - Review of Pensions) and internal changes at CFRS there may be disputes and the potential for strikes.	Rick Hylton	Service Delivery	12	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Ensure that the existing communication channels (Sharp End News (SEN), station management, visits and inspections, Blogs, team brief and back to the frontline days) are utilised to ensure good communication with staff. 2. Increase liaison with the FBU in relation to the Service Improvement Projects and the CSR 3. Direct communication with staff through the Service Improvement Projects and the CSR 4. Implement the Internal Audit (IA) Contingency planning process. 5. Review the contingency plans as staff turnover may have impacted on our plans and ability to respond Controls 6. Liaisons with Unions at monthly meetings. 7. Ongoing communications with staff through Senior Leadership Team (SLT) visits, SEN, manager seminars etc. 8. Implement the findings from the review of the IA contingency plans (split for ongoing disputes and future disputes) 9. Complete and return the CFRA questionnaire around contingency arrangements		1. Ongoing 2. Ongoing-monthly. 3. Ongoing 4. Ongoing 5. Complete 6. Monthly 7. 3 Monthly 8. Dec 16 9. Complete		1. Directors 2. C Strickland 3. C Strickland 4. C Strickland 6. R Hylton 7. Directors 8. R Hylton	
<b>Comments</b>					

There has been no change to this risk, it is under control as far as can be achieved. The mitigations are ongoing and continually monitored therefore the premitigation and post mitigation are equal as the risk is controlled

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
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Rick to raise with Health and safety to establish the current controls that are in place. 2. Employment of specialists to provide advice and guidance in Health and Safety. 3. Current Management system controls in place and regularly audited by internal independent auditor, and externally by BSI during scheduled visits 4. Training and assessments of competency levels available via ilearn - further work required to develop these. 5. Information is being disseminated to stations in the same place at each station. 6. Raising awareness through Health and Safety Reps. 7. Station visits to raise awareness 8. Reviewing outcomes from recent reviews, (Warwickshire, Hampshire) and Institute of Fire Engineers (ilfe) where appropriate. 9. Look to see if National Standard operating procedures can be utilised in Cambs (South East WOW) 10. Incident monitoring to review Health and Safety. 11. Health and safety conduct 6 monthly visits to Stations to assess level of compliance with requirements. 12. ISO 18001 certification achieved for all locations		1. Complete 2. April 2017 3. Complete 4. Ongoing 5. Complete 6. Complete; ongoing 7. Complete 8. Complete 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete		2. D Taylor 4. D Taylor 6. D Taylor 9. OSG 10. A Brown 11. D Taylor	
<b>Comments</b>					
There has been no change to this risk, it is under control as far as can be achieved. Due to the nature of this risk, e.g. negligence, the probability of it occurring is low but the impact should it occur is rated as high, mitigations and control are in place to reduce the probability, therefore the premitigation and post mitigation are equal as it is felt to be controlled.					

**BIBLIOGRAPHY**

--	--	--

Source Document	Location	Contact Officer
Strategic Risk Register September 2016	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

<b>I M P A C T</b>	Very High 5		R011 - Negligence with regard to H&S	R074 - Assurance of On-Call skills	R093 - ESMCP sustainability	R094 - Cyber attacks
	High 4		R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R010 - Lack of controls around H&S legislation R046 - Skill sets to deliver programme R032 - Lack of resources make goals unachievable	R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-Call model P091 - ICT Shared Service joint administration	R069 - Mis mobilisation of SFRS R084 - Lack of information from ESMCP R085 - Timescales of ESMCP
	Medium 3	R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation R071 - Service cuts impact on direction R078 - Ability to comply with data sharing agreements	R033 - Media speculation causes unease R040 - Bullying and harassment due to government cuts R089 - Organisational restructure	R008 - Insufficient funding for the current Service R013 - Do not articulate clear plans for long term vision R087 - Organisational resource control R088 - Horizon scanning for government initiatives	R001 - Reliance on key staff to deliver the core service R007 - Insufficient funding for the new demands of government R027 - National union discussion lead to disputes	
	Low 2	R068 - Changes in the Fire Authority R083 - National power supplies	R077 - Media speculation around government cuts		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
		<b>PROBABILITY</b>				



**POLICY & RESOURCES COMMITTEE WORK PROGRAMME**

**MEETINGS 2016/17**

Date	Meeting	Venue
<b>2016</b>		
Thursday 22 September	1400 hours	Shire Hall, Cambridge
Thursday 8 December	1400 hours	Shire Hall, Cambridge
<b>2017</b>		
Thursday 26 January	1030 hours	Service HQ
Thursday 6 April	1030 hours	Service HQ
Thursday 22 June	1030 hours	Service HQ

**WORK PROGRAMME 2016/17**

<b>Thursday 22 September 2016</b>			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting 21 July 2016	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 11 <sup>th</sup> August 2016	Rob Sanderson	
	<b>Decision</b> ISA 260 Report – Communication of Audit Matters with those charged with Governance	Deputy Chief Executive Officer	
	Guidance on Four Year	Deputy Chief Executive	

	Settlements - Efficiency Plans	Officer	
	Business Rates Retention - Consultation	Deputy Chief Executive Officer	
	Huntingdon Property Rationalisation	Deputy Chief Executive Officer	Late despatch item
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2016/17	Deputy Chief Executive Officer	Quarterly
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive Officer	Quarterly Refreshed, condensed and strategically focussed
	Work Programme 2015/17	Chairman Deb Thompson	
<b>Thursday 8 December 2016</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	<b>Comments</b>
1330 – 1400	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1400	Minutes of Overview & Scrutiny Committee Meeting 22 September 2016	Rob Sanderson	
	<b><u>Decision</u></b> Medium Term Financial Strategy 2015 to 2019, Draft Revenue Budget 2017/18 and Draft Capital Programme 2017/18 to 2019/20 (to include Council Tax Proposals)	Deputy Chief Executive Officer	Annual
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring 2016/17	Deputy Chief Executive Officer	
	Fire Authority Programme Management Monitoring Report	Deputy Chief Executive Officer	Bi-annual
	Work Programme 2015/17	Chairman Deb Thompson	
<b>Thursday 26 January 2017</b>			

Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting 8 December 2016	Rob Sanderson	
	<b>Decision</b> Medium Term Financial Strategy 2015 to 2019, Draft Revenue Budget 2017/18 and Draft Capital Programme 2017/18 to 2019/20 (to include Council Tax Proposals)	Deputy Chief Executive Officer	Annual
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive Officer	Quarterly
	<b>Information and Monitoring</b> Work Programme 2015/17	Chairman Deb Thompson	

**Thursday 6 April 2017**

Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting 26 January 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 23 March 2017	Rob Sanderson	
	<b>Decision</b> TBA		
	<b>Information and Monitoring</b> Fire Authority Programme Management Monitoring Report	Deputy Chief Executive Officer	Bi-annual

	Work Programme 2015/17	Chairman Deb Thompson	
<b>Thursday 22 June 2017</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	<b>Comments</b>
1000 - 1030	Pre Briefing session	CLlr Nethsingha Deputy Chief Executive Officer	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
1030	Minutes of Policy & Resources Committee Meeting 6 April 2017	Rob Sanderson	
	<b><u>Decision</u></b> Review of Member Allowances		Annual
	<b><u>Information and Monitoring</u></b> Strategic Risk and Opportunity Management Register	Deputy Chief Executive Officer	Quarterly
	Work Programme 2015/17	Chairman Deb Thompson	

## SEMINAR PROGRAMME 2016/17

<b>Thursday 20 October 2016</b>	
<i>Corporate Manslaughter Training for Members</i>	Deputy Chief Executive Officer
<b>Thursday 9 February 2017</b>	
<i>Equality and Inclusion Training for Members (Annual refresh)</i>	Equality and Inclusion Advisor
<b>Thursday 15 June 2017</b>	
<b>Topics under consideration</b>	
OpA Action Plan	Community Safety Review Report 9a refers
STEP demonstration and storyboard	Minutes of Policy & Resources Committee Meeting 28 January 2016, Item 41 refer.
Social Media	

