

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 17 October 2019

09:30hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes - Policy and Resources Committee - 18 July 2019** **5 - 10**
- 4. Action Log** **11 - 14**

DECISIONS

- 5. Equality and Inclusion Compliance Report 2018-19 (Including Gender Pay Gap)** **15 - 50**

6.	Intergrated Risk Management Plan 2020 to 2024	51 - 96
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INFORMATION AND MONITORING

7.	Revenue and Capital Budget Monitoring Report 2019-20	97 - 102
8.	Strategic Risk and Opportunity Management Register - Monitoring Report	103 - 118
9.	Fire Authority Programme Management – Monitoring Report	119 - 134
10.	Policy and Resources Committee Work Programme	135 - 138

11. Date of Next Meeting

19 December 2019 - Cambridgeshire Fire and Rescue Service, Fire HQ, Hinchbrook Cottage, Brampton Road, Huntingdon, PE29 2NA

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

Councillor Kevin Reynolds (Chairman)

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

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

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The Fire Authority is committed to open government and the public are welcome to attend from the start of the meeting.

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

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

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 18 July 2019

Time: 10.30 am – 11:53 am

Place: Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon.

Present: Councillors: S Bywater, M Jamil, T Rogers, M Shellens and M Smith.

Officers: Chris Strickland – Chief Fire Officer, Matthew Warren – Deputy Chief Executive, Jon Anderson – Assistant Chief Fire Officer, Deb Thompson – Scrutiny and Assurance Manager, Lisa Clampin – Engagement Lead BDO (Item 7) Matthew Weller – Assistant Manager BDO (Item 7) and Tamar Oviatt-Ham – Democratic Services Officer.

104. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors D Giles, D Over (Vice-Chairman) and K Reynolds (Chairman).

The Committee agreed that Councillor Mandy Smith would chair the meeting in the absence of the Chairman and Vice Chairman of the Committee.

105. DECLARATIONS OF INTEREST

No declarations of interest were received.

106. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 25 APRIL 2019

The minutes of the meeting held on 25 April 2019 were confirmed as a correct record and were signed by the Chairman.

107. ACTION LOG

The Committee noted that there had been an update to action 101. Officers explained that the Fire Brigade Union had been successful in their challenge and that Government were now reviewing the pension changes in light of the appeal. It was still unclear what the liability would be. Officers would update Committee when further information was received.

Members noted that there was an update on item 75 in the papers for the meeting and that a new date for the next meeting would be sought as per item 103. Members noted the remaining actions.

108. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 28 MAY 2019

The minutes for the Overview and Scrutiny Committee meeting held 28 May 2019 were noted.

109. FINAL REVENUE AND CAPITAL BUDGET POSITION 2018-19 AND TREASURY MANAGEMENT STATEMENT

The Committee received a report that outlined the final 2018/19 revenue and capital budget outturn position and gave an update on the treasury management position.

Attention was drawn to the final budget position on page 21, paragraph 6 of the report which showed an underspend of £31,000 which was proposed to be transferred to reserves.

Members noted:

- That the budget had been underspent due to overachieving on the precept income, orders raised but not yet paid, grant income carried forward and allocated budget for projects not yet spent including the ESMCP project and Microsoft licencing.
- That the carry forwards required were detailed in the table at 6.2 on page 21 of the report.
- That the Equal Pay review had not currently been factored in to the budget.

Arising from the report:

- Members queried the movement of reserves in point 7.2 on page 22 of the report and what they had been earmarked for. Officers explained that there was a property development reserve set aside to finance the costs of future refurbishment and development of the Authority's estate. This fund would be utilised to provide a new training facility. In addition, a project to upgrade aspects of service headquarters were being developed which would also be funded from reserves. There was also a whole-time reserve that had not been required in the last financial year but would be required for recruitment in 2019-20.
- Members discussed the allocation of capital spend in relation to vehicles. Officers explained that the adjustment was in respect of carry forwards for service cars, vans and fire appliances ordered in 2017-18 but not received. The purchase of a new aerial appliance had been delayed so the funding for this also needed to be carried forward.

- A Member queried the 'Revenue Contribution' line in the Capital Programme and what this was used for. Officers clarified that this was set aside to fund capital and was common practice.
- A Member question what the 'Fire Allowances' line in the budget on page 25 of the papers covered. Officers explained that this was an additional allowance for flexible duty cover.
- Members noted that the Capital Programme had increased by £1.5 million and that it was currently better economically to find this from reserves. Officers explained that there was a desire to decrease the reserves further in future years.
- Members discussed the Annual Treasury Management Review and requested that a further review of risks in relation to the Portfolio to be brought forward to the Committee meeting in December and that Link Services be invited to the meeting. **ACTION MW**

It was resolved unanimously to:

- i. Note the revenue and capital budget outturn position;
- ii. Approve the requested budget holder carry forwards;
- iii. Note the year-end balance sheet position as at 31 March 2019 as per the draft statement of accounts;
- iv. Note the annual Treasury Management.

110. AUDIT COMPLETION REPORT

The Committee considered the draft Audit Completion Report for the year ending 31 March 2019.

Members noted:

- That materiality levels had not required reassessment since the last audit report issued on 27 February 2019.
- A material adjustment would be made to take into account the impact of the McCloud judgement. The impact on the firefighter's pension fund liability would increase by £13.2 million. This had no impact on the deficit on the provision of services.
- Unadjusted audit differences would decrease the deficit on the provision of services by £43,000.
- There had been no material movement in the valuation of land and buildings since the previous valuation date and year end. The estimate currently stood at £32.816 million.
- The results of the Ernst and Young Audit report on Pensions Liability was still awaited.

- Deficiencies were being reviewed in relation to the Big Red Button Software to ensure that financial statements were reconciled and balanced accurately.
- The merger with the Police and Crime Commissioner had been flagged in the report and it was noted that the outcome of the judicial review was awaited.
- Three Audit differences had been identified that had been expected by management including:
 - an adjustment of £44,000 to reclassify disposal costs that had been incorrectly capitalised in-year,
 - an adjustment of £17,000 to reduce the value of the NNDR precept accrued with Huntingdon District Council. This misstatement had arisen due to incorrect information being provided by Huntingdon District Council
 - an adjustment of £33,000 to increase the Fire Authority's share of the collection fund bad debt provision with Fenland District Council.

The total impact of the adjustments would increase the deficit on the provision of services by £94,000 and decrease net assets by £94,000.

- Other deficiencies identified included the use of generic ids when creating journals.
- The Audit Completion Report would be signed off by the Deputy Chief Executive on 31 July in conjunction with the Chairman of the Fire Authority and that it was not envisaged there would be any issues to raise with the Committee prior to sign off. An email would be sent to the Committee with the updated document with any changes highlighted.

ACTION MW

In discuss the report;

- Members commented that the draft document had only been received the day before the meeting so there had not been time to review the document. Officers explained that there was only a short space of time in which to audit the budgets following close down and this often meant that arrangements had to be made for delegated authority to sign off the report. There were a number of actions that could not take place until after the Committee had met. It was not uncommon for the draft document to be submitted to Committee close to the meeting date. Members requested that the Committee date was brought forward closer to the deadline for the next financial year in order that they could see a more complete report. **ACTION MW**
- Members questioned what had been done to ensure the adjustments identified in relation to the District Councils did not happen in future years. Officers commented that the error in relation to the Huntingdon precept had occurred because they had not taken parishes into account as part of

their calculation. Officers had been assured that there has been some significant changes in personnel and that this would not happen again.

It was resolved unanimously to:

agree the draft Audit Completion Report for the year ending 31 March 2019 and delegate responsibility for sign off on 31 July 2019 to the Deputy Chief Executive and the Chairman of the Fire Authority.

111. EQUAL PAY AUDIT – RECOMMENDATIONS AND NEXT STEPS

The Committee considered a report that outlined recommendations made in a recently conducted equal pay audit and work being done to progress the recommendations.

Members noted that:

- Work was required to review the management band grade structure for professional support staff as the scales were very broad. The external consultant proposed a new set of payscales and system of evaluation. Staff had been briefed on the proposed changes and it was clear that this would not equate to pay cuts. The Fire Authority had been taking advice from the County Council who had carried out a similar review four years ago. The changes would be fed into budgeting for the next financial year.

Arising from the report:

- A Member queried whether there was a qualifications bonus. Officers explained that there was for certain roles and there were a number of apprentices that this currently related to.

Officers clarified that they would bring the final proposals back to Committee in October. **ACTION MW**

It was resolved unanimously to:

note the contents of the report for information and in particular to note the timescales for when further information would be provided and for when decisions were anticipated to be requested.

112. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee received a report that provided an update to the Fire Authority Programme of projects for 2018-19.

Members noted that:

- Three tenders had been received for the replacement ICCS and were being evaluated. System testing would take place in August and the contract would be awarded in September.
- The Asset Management project had now moved into business as usual so would be removed from the programme.
- The status of the ESMCP had not changed.
- The VDI upgrade had been successful and everyone had been migrated on to the new system.
- The 'On Call' project was in a consultation period and was very early days
- A collective agreement had been made and signed off on the Day Crewed Shift System project and the system was up and running for a trial period of two years.

It was resolved unanimously to note the Programme Status Report as at June 2019.

113. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

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

Chairman

Agenda Item: 4**FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE****Minutes - Action Log**

This is the updated action log as at 17 October 2019 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	M Warren / D Thompson	There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	Original outcome received in favour of FBU. Government has appealed but lost its right to appeal. No agreement expected until 2020.	Action ongoing
MINUTES FROM THE SEPTEMBER COMMITTEE 2018					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members sought a paper on cash flow to show how much should be easily available and the relative risk on going on a higher return.	M Warren to bring a paper in December 2019/January 2020. Cash flow risk unchanged as at October 2019.	Bring forward to late 2019/early 2020

75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options.	M Warren to arrange. Linked to Action 75 above.	Bring forward to late 2019/early 2020
MINUTES FROM THE JULY COMMITTEE 2019					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
109.	FINAL REVENUE AND CAPITAL BUDGET POSITION 2018-19 AND TREASURY MANAGEMENT STATEMENT	M Warren	Members discussed the Annual Treasury Management Review and requested that a further review of risks in relation to the Portfolio to be brought forward to the Committee meeting in December and that Link Services be invited to the meeting.	Linked to Action 75 above.	Action completed
110.	AUDIT COMPLETION REPORT	M Warren	The Audit Completion Report would be signed off by the Deputy Chief Executive on 31 July in conjunction with the Chairman of the Fire Authority and that it was not envisaged there would be any issues to raise with the Committee prior to sign off. An email would be sent to the Committee with the updated document with any changes highlighted.		Action completed
		M Warren	Members commented that the draft document had only been received the day before the meeting so there had not been time to review the document. Officers explained that there was only a short space of time in which to audit the budgets following close down and this often meant that arrangements	Agreed; next cycle of meetings expected to be on the agenda at Fire Authority in November 2019.	Action completed

			<p>had to be made for delegated authority to sign off the report. There were a number of actions that could not take place until after the Committee had met. It was not uncommon for the draft document to be submitted to Committee close to the meeting date. Members requested that the Committee date was brought forward closer to the deadline for the next financial year in order that they could see a more complete report.</p>		
111.	EQUAL PAY AUDIT – RECOMMENDATIONS AND NEXT STEPS	M Warren	<p>A Member queried whether there was a qualifications bonus. Officers explained that there was for certain roles and there were a number of apprentices that this currently related to.</p> <p>Officers clarified that they would bring the final proposals back to Committee in October.</p>		Action ongoing; bring forward to December 2019 meeting

TO: Policy and Resources Committee

FROM: Alison Scott - Equality and Inclusion Adviser

PRESENTING OFFICER(S): Assistant Chief Fire Officer Jon Anderson
07711 444201
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DATE: 17 October 2019

EQUALITY AND INCLUSION COMPLIANCE REPORT 2018/19 (INCLUDING GENDER PAY GAP)

1. PURPOSE

The purpose of this report is to inform the Policy and Resources Committee about equality progress in the year 2018/19 and the gender pay gap as at March 2019. The annual Equality and Inclusion Compliance Report ensures the Authority meets the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

2. RECOMMENDATION

- 2.1 The Policy and Resources Committee is asked to agree the attached report at Appendix 1 and recommend its content to the Fire Authority. Once content is approved, the final design work and incorporation of appropriate images will be undertaken.

3. RISK ASSESSMENT

- 3.1 **Legal** - the public sector equality duty requires Cambridgeshire and Peterborough Fire Authority to have due regard to the need to;

- eliminate discrimination including harassment and victimisation,
- advance equality of opportunity between people who share a protected characteristic and those who don't,
- foster good relations between people who share a relevant protected characteristic and those who don't.

The specific regulations (2011) require the publication of information, at least annually, that demonstrates compliance with the public sector equality duty including information relating to employees and others affected by policy and procedures such as service users. The 2017 regulations additionally require public sector employers with more than 150 staff to publish information about any gender pay gap that exists. We achieve the publishing requirement by communicating this report to relevant partners and agencies and placing it on

the Service website. In addition the gender pay gap report will be published on the Government Equalities Office website.

- 3.2 **Political** - by reporting equality trends and outcomes relevant to workforce and service delivery, the Authority is able to carry out its scrutiny role, ensuring positive outcomes for the most disadvantaged and vulnerable communities.
- 3.3 **Social** - by communicating our progress towards improved equality outcomes for communities, we aim to improve our engagement with disadvantaged and vulnerable groups. This in turn allows us to learn more about what they need from our services and how we can bring about positive outcomes for them.

BIBLIOGRAPHY

Source Documents	Location	Contact Officers
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2018 to 2020	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk
Equality Act 2010		Sam Smith Head of Human Resources 01480 444500 Samantha.smith@cambsfire.gov.uk
Service Equality Impact Assessments		



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE



Equality and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
April 2018 – March 2019
(including Gender Pay Gap as at 31st March 19)**

Glossary of terms

Introduction

Section 1 - Progress on Equality Objectives 2018-19

Section 2- Community Service

Reducing community risk

Inclusive services

Section 3 – Workforce

Workforce diversity and distribution

Analysis of leavers

Analysis of disciplinary, capability and grievance cases

Return to work after maternity leave

Section 4 - Recruitment analysis

Section 5 - Gender pay gap

Appendices:

Appendix 1 - Demography of Cambridgeshire and Peterborough (Census 2011)

Glossary

BAME	- Black, Asian and other minority ethnic
CFRS	- Cambridgeshire Fire and Rescue Service
FF	- firefighter
FRS	- Fire and Rescue Service
HFSC	- home fire safety check
HR	- human resources
ICT	- information and communication technology
LGBT	- lesbian, gay, bisexual and transgender
ONS	- office of national statistics
PPE	- personal, protective equipment
WT	- wholetime (firefighter)
PCs	- protected characteristics (defined by Equality Act 2010). These are age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Introduction

This report aims to provide members of the public, service users, employees, Fire Authority, regulators and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the public sector equality duty between April 2018 and March 2019 as required by the Equality Act 2010. The general equality duty requires the Authority to:

Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.	Advance equality of opportunity between people who share a protected characteristic and those who do not.	Foster good relations between people who share a protected characteristic and those who do not.
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There are **nine protected characteristics** defined by the Equality Act 2010: age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Under the specific duties of the public sector equality duty, we are required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our equality objectives are developed by the Inclusion Steering Group with support from our staff network, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of our corporate plan (Integrated Risk Management Plan) and are reviewed and revised annually. Our objectives for 2018 – 19 and progress against them are given below.

Section 1- Progress against our equality objectives 2018 – 19

1. Improve attendance of all communities in Cambridgeshire at fire safety business seminars.

“High impact days” aimed at reaching business communities where risk is greatest were introduced in May 2018. These days aim to identify those who are most in need of support to keep their businesses and premises safe. This engagement is followed up with invitations to free seminars which help businesses better understand and conform to fire safety legislation relevant to their trade and the premises in which they operate.

We want to assess whether different ethnic communities have the same knowledge and access to these business seminars, as in the past limited English language has proved to be a barrier. Therefore we monitor the ethnicity and preferred language of attendees to assess whether all parts of business community know about and can access this service. 402 people attended 66 seminars across the county in the last year. Twenty-six percent of those attending did not share their ethnic identity. Of those that did, (296), 12% identified as BAME and 88% White ethnicity. This compares favourably with the ethnic demographic profile of the county (10% BAME).

2. Ensure Safe and Well Visit data analysed to understand BAME engagement

Operational crews and Community Safety staff offer “safe and well” visits to those most vulnerable to being injured or killed in a fire. Visits are aimed at older people who have a disability, impaired mobility or who are vulnerable in some other way (e.g. substance misuse, hoarding behaviours; mental ill-health) as our data tells us these people are most at risk. A visit involves assessing risk in the residents’ homes, providing advice to reduce risk and fitting smoke alarms. Clients are identified:

- from data shared by our partners (e.g. NHS trusts, adult social care)
- referred to us from other agencies (e.g. Police, mental health services, charities)
- referred by family, friends or self-referred.

When carrying out safe and well visits, equality data is collected where possible so levels of engagement and advice offered to our diverse communities can be assessed.

In the subject year, 5,474 safe and well visits were carried out of which 74% provided diversity data. Equality data from safe and well visits is analysed regularly to provide information on performance and to identify any reasons for non-engagement affecting different equality groups. In Peterborough where 18% of population identify as BAME, 8% of all SAWs were to residents who identified as BAME. In Cambridge (also 18% BAME community) this figure is 4%.

3. Improve staff skills in engaging with different communities

In Sept 18 following the recruitment and initial operational training of 21 new Firefighter recruits, a 2 day community safety module was introduced to their re-integration training. This covered all aspects of community safety work including:

- delivering safe and well visits
- vulnerable residents
- dementia awareness
- mental health wellbeing
- safeguarding session
- community diversity and inclusion

This will be a standard part of induction training for all new FFs and now forms part of the ongoing training for wholetime operational personnel.

4. Improve workforce diversity

Statistical improvement in workforce diversity is reported at section 3. The following highlights our efforts to bring this about.

Duty operational crews increased attendance at community events that provide opportunity to engage with communities under-represented in CFRS workforce. A Station Commander was seconded to drive additional interventions and to engage front line staff in the importance of this work. Some examples are given below.

- Ely PRIDE celebrating LGBTQ+ communities
- Eid in the Park (Peterborough) celebrating the end of Ramadan
- Dementia Action Week (Huntingdon)
- Open Cambridge
- Peterborough Women's Group (Peterborough) held one of their regular meetings at Dogsthorpe Fire Station
- Visits to faith schools to explain role of Cambridgeshire Fire and Rescue Service.

In addition, Recruitment Team and others have co-ordinated the following activities to help improve attraction and applications from our diverse communities.

- Nine “taster” sessions have been held at recruiting on-call stations targeting women and men who want to know more about working for CFRS. One of these was for women only.
- Four “have a go” sessions were held in September to encourage both women and BAME groups to consider firefighting as a career.
- 17 career events at schools and colleges were attended to promote the different roles in CFRS.
- Focus groups with BAME students and young people who identify as LGB or T were held to understand their views of the Fire and Rescue service and to identify any barriers to them joining.
- Worked with Leonard Cheshire's Change 100 programme to provide internships for disabled undergraduates with view to starting this summer 2019.
- Review of Combined Fire Control attraction, recruitment and selection methods began to improve BAME diversity of applicants.
- Diverse media channels such as Radio Salaam; Fyne Times and Queen Bee (local to Peterborough) were used to promote CFRS as an inclusive employer.

5. Ensure decision making in selection, training, development and promotion is as equitable as possible.

- Community “connectors” were invited to observe assessment day for recruit FFs to provide feedback on transparency and fairness with a view to joining interview and assessing panels in 2019.
- Assessor training programme was reviewed to provide more focus on rapport building, standardisation and unconscious bias.
- Unconscious bias e-learning supplemented by short video overviews and some face to face workshops to enhance staff's knowledge of the impact of this on fair decision making.

6. Retain diversity in workforce

- Menopause Guidance developed by group of women staff with support from FBU Women's section and other FRSs and published in Sept 18.

- Awareness session held in September (35 predominantly women attendees) with a further one planned for Oct 2019 for all managers.
- Guidance for managers and staff on flexible working was developed.
- Quiet rooms that could be used by staff and visitors for prayers or for nursing mothers returning to work were introduced at SHQ.

7. Reduce concerns about bullying and harassing behaviours through delivery of year 1 RESPECT action plan.

RESPECT branding and key messages developed to raise awareness of need to challenge inappropriate behaviours and how to do so using the acronym RESPECT

- Raise it at the time
- Explain your feelings
- Support Others
- Play your part
- Empathise with others
- Consider your impact
- Take time to reflect

Fifty six briefings were delivered to staff groups to clarify what bullying behaviours may look like and to explain the aim of RESPECT as:

“The RESPECT programme aims to improve the Service’s culture, so no-one needs to put up with bullying or harassing behaviours and everyone knows how to effectively stop them and bring about change”.

Nine RESPECT Champions were selected and trained to provide confidential “first contact” support to staff who have concerns over inappropriate, bullying or harassing behaviours. In the first six months, thirteen conversations had been held and had helped most staff to take further action.

8. Take action to understand and reduce gender pay gap.

An external specialist consultant was commissioned to carry out an equal pay audit. The following recommendations were made and the work is now in hand:

- professional support management band structure would be reviewed with a view to reducing span of bands.
- some allowances to be reviewed to ensure they pass the ‘proportionate means to achieve a legitimate aim’ test.
- Review how employees are selected for specific additional duties that attract allowances for example, acting up.

The 2019 gender pay gap was 0.36% (mean hourly rate of pay) higher than previous year.

9. Ensure staff have skills and knowledge to achieve and value a diverse workforce.

Learning opportunities in equality, diversity and inclusion start during induction when staff are required to read all equality policies and complete “Equality Essentials e-learning module. Operational staff also have refresher on equality issues built into their training programme. An audit of managers’ knowledge and understanding of equality and inclusion carried out in 2018 showed a good overall level of understanding and confidence in applying policies. Workshops have been developed to cover those areas (e.g. disability) where there was less confidence in applying knowledge, policies and procedures and these are being delivered in second half of 2019.

From January 2019 operational Watches were visited to explore their understanding of positive action, the need for diversity and to answer any questions.

10. Leaders demonstrate due regard to EDI in decision making.

This is a continuing objective to ensure that all projects, policies and relevant decision making take account of the impact the activity may have on different communities. We aim to continually improve this and in this year sixteen areas of work were considered for “equality impact”.

Three training courses were run for new managers covering the legal requirements of the public sector equality duty as well as how to ensure decision making is fair and takes account of different needs. Nineteen managers attended.

Section 2 - Community Safety

Reducing community risk

Cambridgeshire Fire and Rescue Service has a vision of “a safe community where there are no preventable deaths or injuries in fires or other emergencies.” Fire incident and risk information is analysed regularly to identify those who are at highest risk of being injured or killed in a fire or other emergency incident so the Service can plan and make appropriate interventions. We work with a range of partners to identify and share relevant data so we can target our services appropriately.

Impact of Accidental Primary Fires: April 2018 – March 19

The number of accidental primary fires resulting in a fire casualty increased in 2018/19 with 49 accidental primary fires resulting in 63 fire casualties (including 2 fatalities) compared to 30 accidental primary fires in previous year. Of the 49 accidental primary fires, 59% occurred in a home. 70% of those injured were men and 22% were over 65.

5% of those injured identified as Black, Asian or other minority ethnic group, the remainder identifying as white British or White Other

Inclusive services – safe and well visits

As most accidental fires occur in the home, free safe and well visits are offered to those most at risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. In 2017 we began working with partner agencies to improve the way we support the most vulnerable in our communities. This expanded our service to offer advice on other well-being and safety issues e.g. falls' prevention; staying well and warm; alcohol use; crime reduction. The Service delivered 5,474 safe and well visits in the year, 979 more than previous year. The table below shows the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Characteristic		% Population ¹	2017-18	2018-19	6 year average
Gender	Male	49.8%	32%	36%	37%
	Female	50.2%	68%	64%	63%
Age groups	Under 24	31%	1.2%	0.8%	1.9%
	25-39	20.9%	5.8%	3.8%	8.6%
	40-59	26.6%	7.8%	7.6%	12%
	60-74	14.1%	25.8%	27.6%	28%
	75 +	7.4%	59.4%	60.1%	49.6%
Ethnic Group	White	90.3%	95.1%	96.2	95.4%
	BAME	9.7%	4.9%	3.8%	4.6%
Religion	No religion, belief	29.1%	16%	18%	22%
	Christian	57.9%	79%	78%	73.3%
	Muslim	3.3	2	2	2.1
	Other religions ²	2.2%	2.5%	2.4%	2.7%
Disability	Day to day activities limited	16%			
	Disability		53.3%	51.2%	48.2%

¹ 2011 Census

² Each makes up less than 1% of population and includes Buddhist, Hindu, Jewish and Sikh faiths

This data tells us that the majority of safe and well visits are being delivered to people over 60 and to those who have a disability.

Children and Young People

Our services to children and young people include:

- Delivering water and road safety messages in schools and the consequences of arson.
- Multi agency Safety Zones are held at Fire Stations aimed at Year 5 and 6 pupils from local schools
- Firebreak - an intensive 5 day intervention programme that provides a positive alternative learning environment for 10 – 18 year olds.

Section 3 – Workforce

Workforce diversity and distribution

One of the Service's priority areas is to have a workforce that better reflects the community we serve and encourages diversity of thought and perspective.

To measure progress in this area we monitor staff protected characteristics from the start of the recruitment process and provide staff with the facility to input or update their equality details in the HR database on a self-service basis. Our aspiration is to see ongoing improvement in relation to applications from women candidates (for operational jobs) and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor. Additionally we would like to see more progression to managerial roles for women and BAME staff.

A cross-functional team work to deliver specific positive action measures to improve diversity. This year we have further increased the team by seconding a Station Commander to oversee positive action work, improve links between operational staff and diverse communities and improve understanding among our staff. We have also appointed a further fixed term Positive Action Officer to focus on building relationships with diverse communities in Cambridge.

As at 31st March 2019 we employed 692 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below.

Total number of Staff

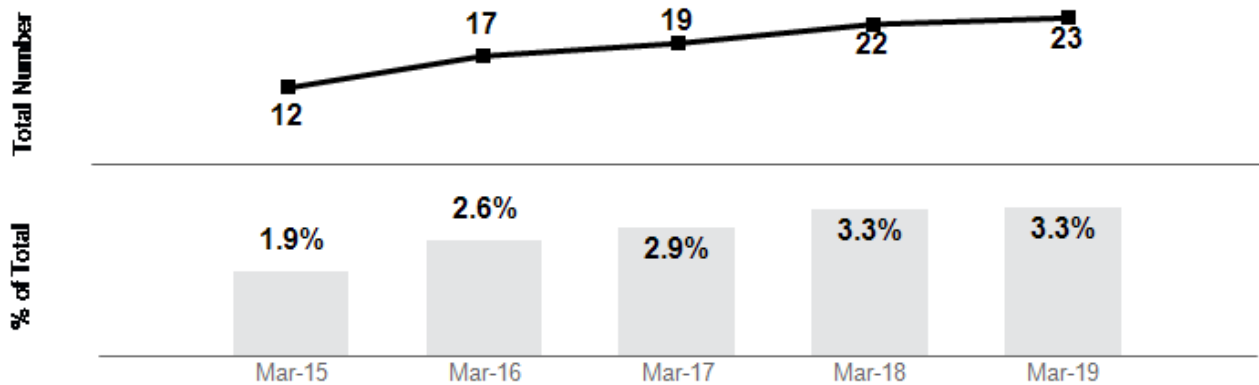
Snapshot at	Wholetime	OnCall	Ops Total	Control	Support	Total
Month Ending	Number	Number	Number	Number	Number	Number
Mar-15	226	246	472	38	121	631
Mar-16	241	242	483	43	129	655
Mar-17	251	231	482	38	145	665
Mar-18	246	227	473	41	161	675
Mar-19	252	227	479	43	170	692

Guidance notes

The total number of staff relates to the number of people who fill unique staff posts,
e.g. a person with a Wholetime role and an On-call role is counted twice, once in the Wholetime staff group and once in the On-Call staff group.
e.g. a person with two separate Support roles is counted twice in the Support staff group.

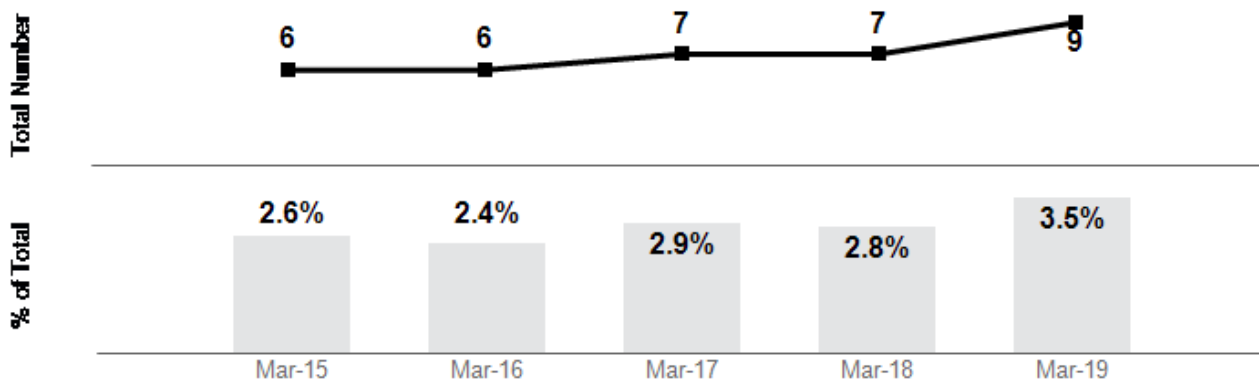
The number of staff is calculated from the HR database and counts employees with a start date within a 12 month period over five consecutive years and records them in one of four staff groups based on when the role started.

Black and Minority Ethnic Staff



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-15	5	2.2%	4	1.6%	9	1.9%	1	2.6%	2	1.7%	3	1.9%	12	1.9%
Mar-16	7	2.9%	4	1.7%	11	2.3%	1	2.3%	5	3.9%	6	3.5%	17	2.6%
Mar-17	7	2.8%	5	2.2%	12	2.5%	1	2.6%	6	4.1%	7	3.8%	19	2.9%
Mar-18	7	2.8%	5	2.2%	12	2.5%	1	2.4%	9	5.6%	10	5.0%	22	3.3%
Mar-19	6	2.4%	5	2.2%	11	2.3%	0	0.0%	12	7.1%	12	5.6%	23	3.3%

Black and Minority Ethnic Managers

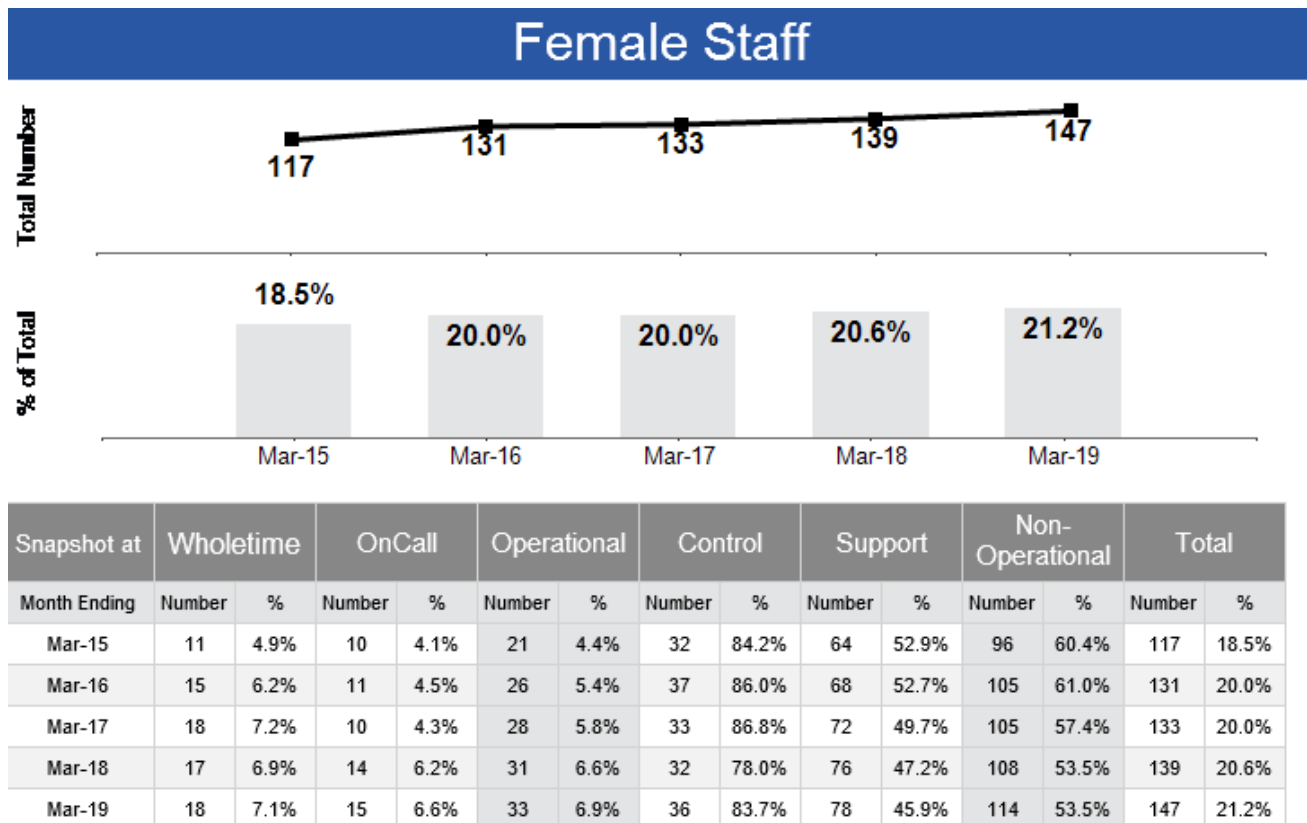


Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-15	4	4.2%	1	1.3%	5	2.9%	0	0.0%	1	2.8%	1	1.8%	6	2.6%
Mar-16	4	3.8%	0	0.0%	4	2.2%	0	0.0%	2	4.7%	2	3.1%	6	2.4%
Mar-17	4	3.8%	1	1.4%	5	2.9%	0	0.0%	2	4.4%	2	3.1%	7	2.9%
Mar-18	4	3.6%	0	0.0%	4	2.2%	1	4.8%	2	4.3%	3	4.4%	7	2.8%
Mar-19	4	3.6%	1	1.3%	5	2.7%	0	0.0%	4	7.7%	4	5.6%	9	3.5%

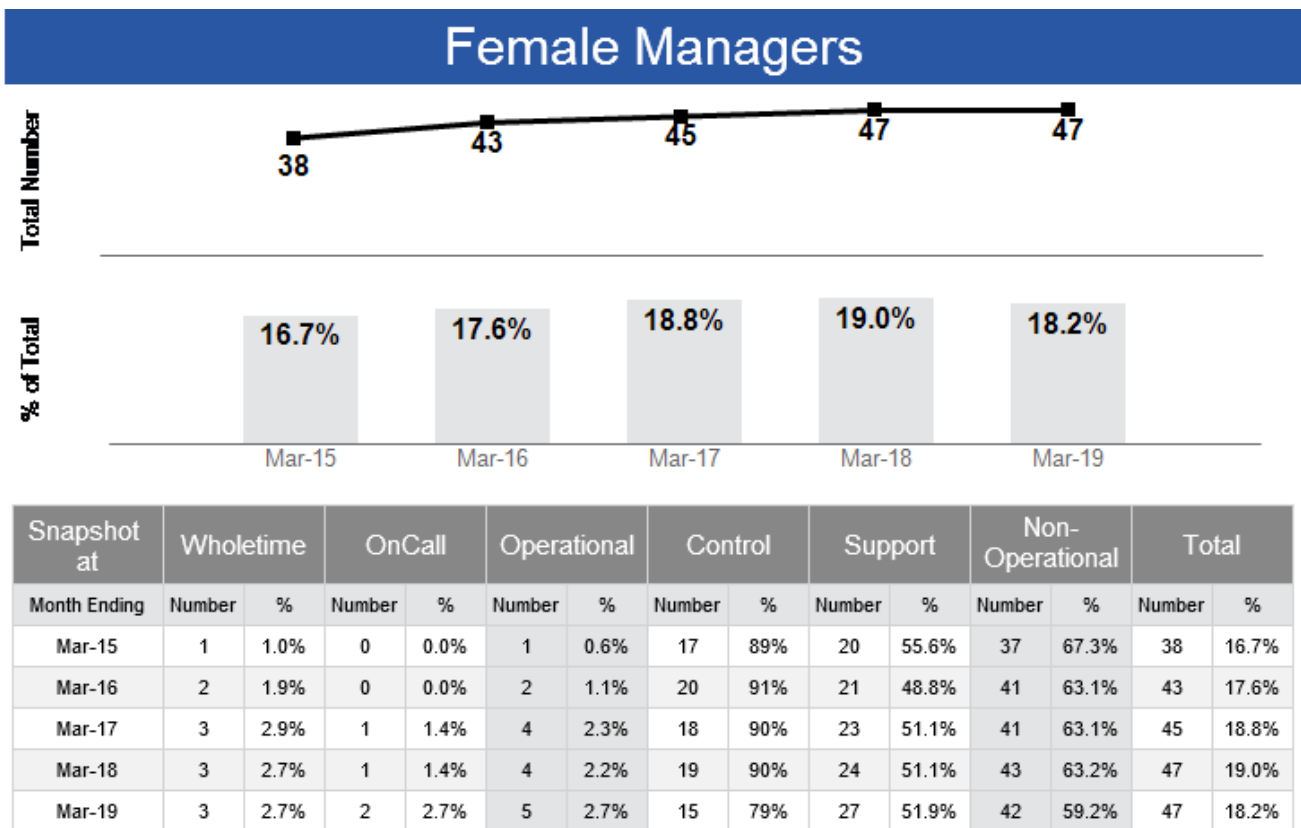
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While there has been improvement in the overall number of BAME staff and managers, this has mainly been among professional support staff. As 10% of our population identify as BME there needs to be a sustained effort into improving ethnic diversity of our workforce and this is the focus for our two Positive Action Officers. Feedback from BAME community groups tells us that CFRS is just not visible to them and that people from BAME communities have little connection with CFRS or understand what the role of a Firefighter is. Our work is therefore aimed at ensuring a higher visibility in these communities. This work has included:

- Attending a Muslim girls' school to explain and demonstrate the work of CFRS.
- Working from local community centres in multi-ethnic areas.
- Holding local "have go sessions" and promoting these to local communities.
- Building more sustained relationships with students at local colleges to consider jobs and careers in CFRS.
- Developing a job shadowing opportunity for those less likely to know about FRS.



The proportion of female operational staff continues to grow and compares well with the national figure of 5.7% (2017/18).

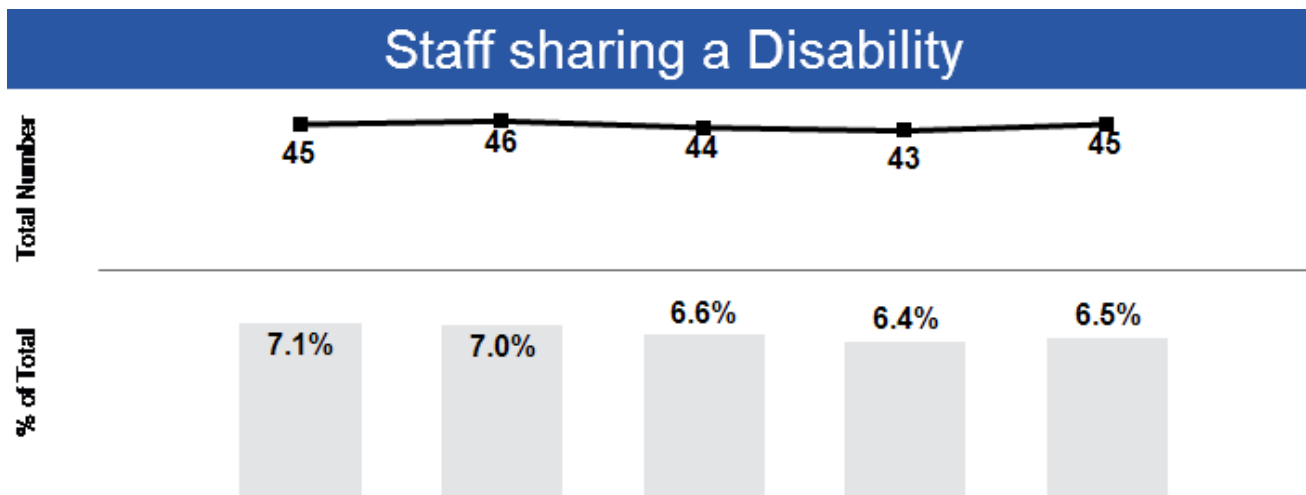


The number of female operational managers has grown only slightly and for Control staff this has reduced – mainly due to retirements. By far the biggest representation of female managers is among professional support staff.

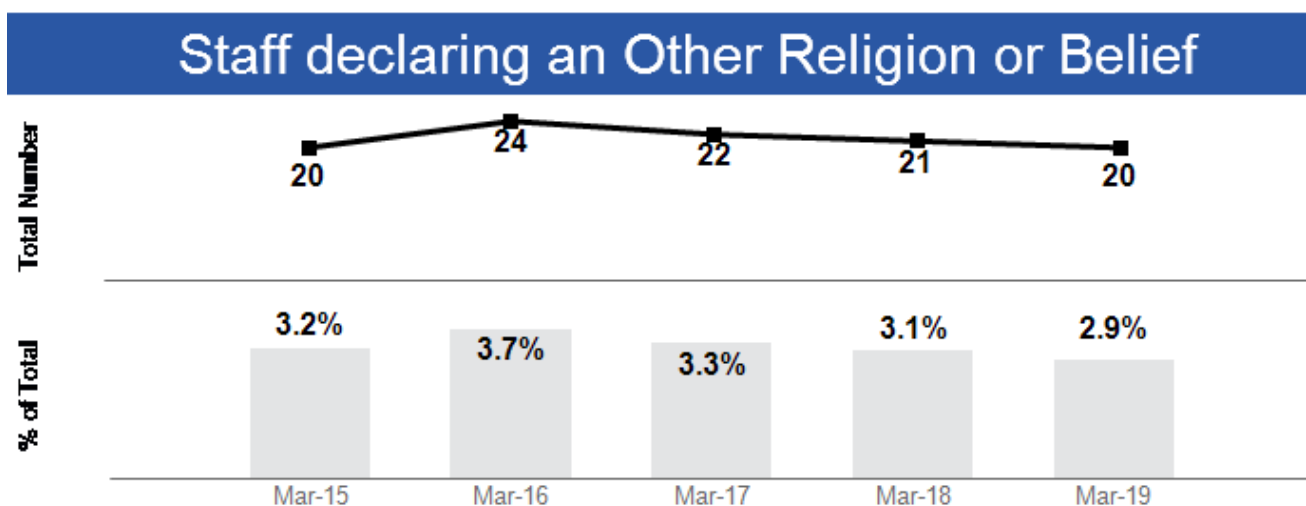
In 2018 we joined other FRSs in East Region to host a Women's Development Programme facilitated by Women to Work. Five of our women staff also attended the annual training and development weekend at the Fire Service College facilitated by Women in the Fire Service UK. Feedback from both events tells us that these events have a huge impact on women's confidence.

"It did give me an exposure to things that are out of my comfort zone.....it was a boost to my own capabilities and believing that I can do it!"

"Being surrounded by positive women the whole weekend was really good."



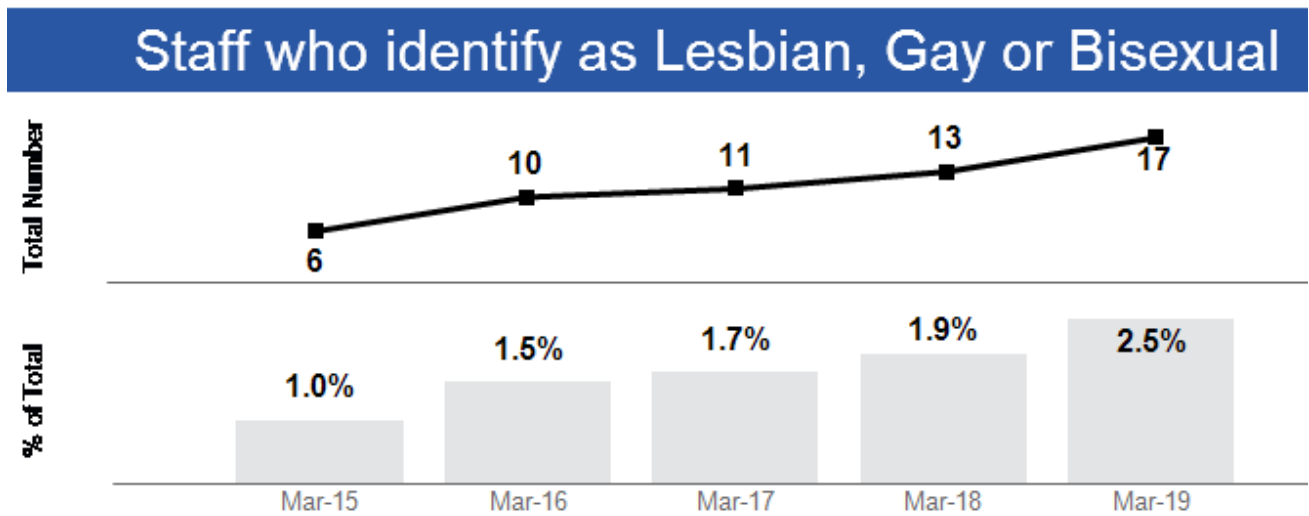
Number of disabled staff employed remains fairly static. Only 8% of non-operational staff have a disability compared to the estimated 19% of people of working age. Efforts to improve recruitment are focused on meeting the commitment of the “Disability Confident” scheme. This is a government scheme to encourage and keep disabled people in work. Under this scheme we have filled two work experience placements aimed at encouraging people back into work and have offered an internship through the Leonard Cheshire Change 100 scheme. Additional training has been provided for managers on understanding disability and managing reasonable adjustments. We provide coaching for staff with dyslexia where needed.



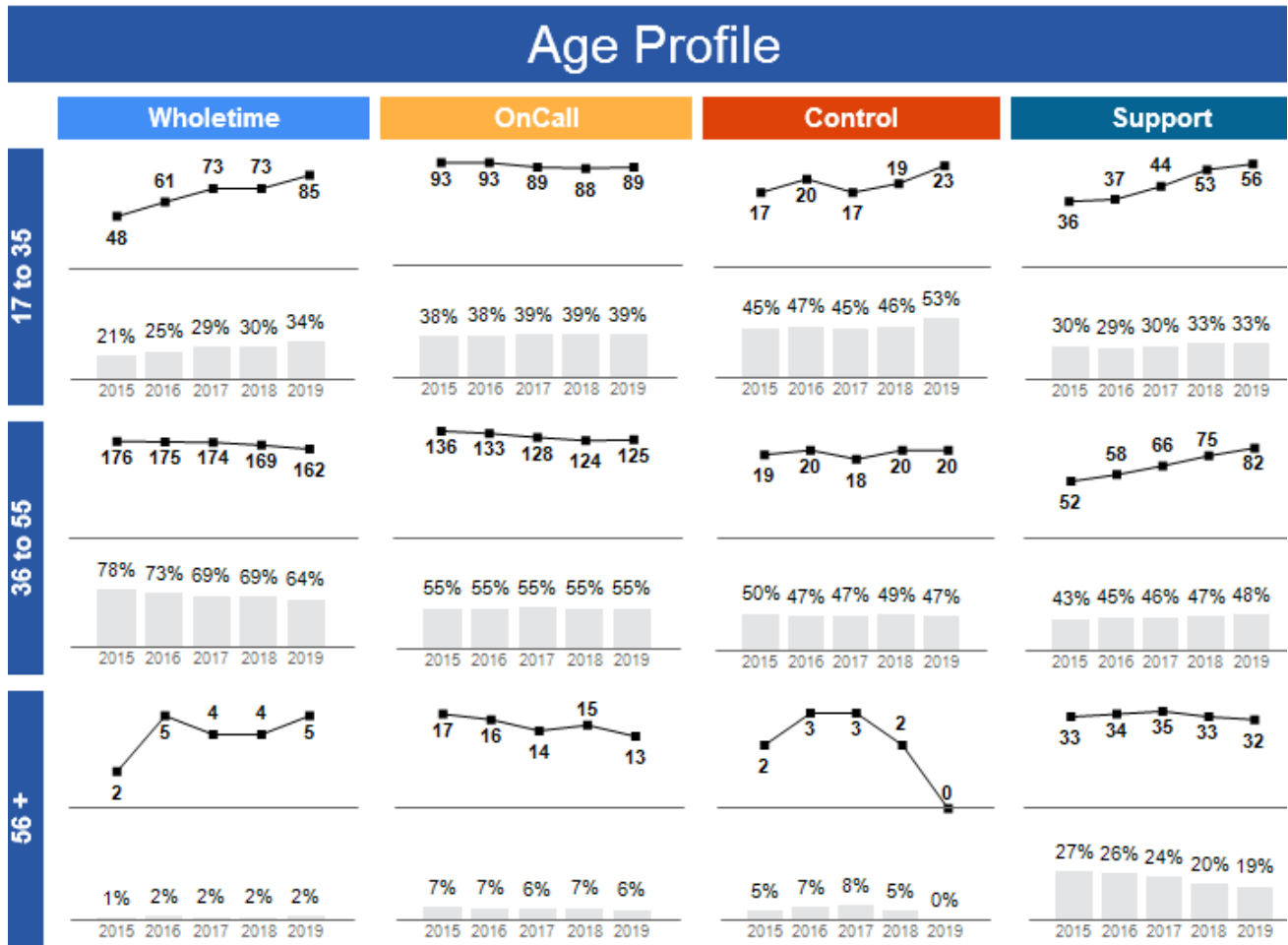
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³ “An other religion or belief” here refers to staff identifying with the main minority faiths in the UK, i.e. Hindu, Islam, Sikh, Judaism, and also includes where staff have indicated “some other religion or belief” over and above these.

⁴ Overall trend only is given for religion, belief and sexual orientation to prevent individuals being identified.



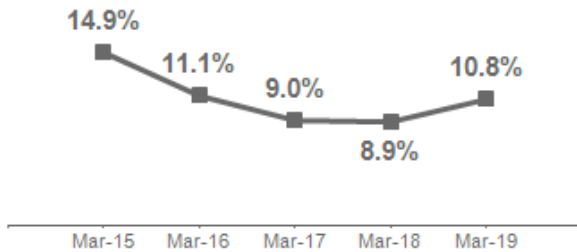
The last 5 years have seen a steady increase in staff who identify as lesbian, gay or bisexual. Our continuing membership of Stonewall; support for LGBT History month in February of each year along with our support for local events (Ely Pride) and support for local LGBT networks help to show people of all sexual orientations that we are a welcoming and safe employer to work for.



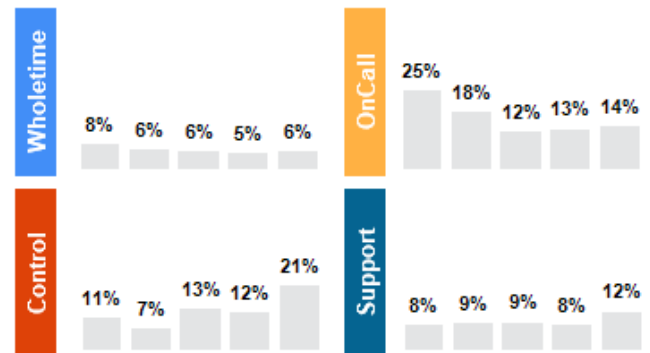
Four recruitment campaigns for wholetime Firefighters over the last 5 years, a number of retirements and turnover in Combined Fire Control have all contributed to an increase in the younger age groups. The only area where this is not the case is with On-call Firefighters which has seen an overall decline.

Staff Turnover

Overall Percentage Staff Turnover



Percentage Staff Turnover by Staff Group



Number of staff

Snapshot at	Wholetime	OnCall	Control	Support	Total
Mar-15	226	246	38	121	631
Mar-16	241	242	43	129	655
Mar-17	251	231	38	145	665
Mar-18	246	227	41	161	675
Mar-19	252	227	43	170	692

based on the total number of unique staff roles

Number of Leavers

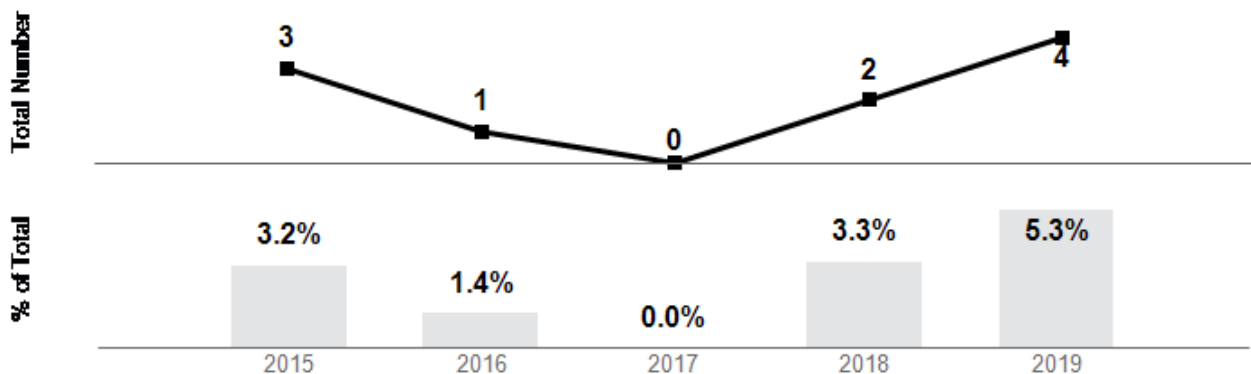
Year Ending	Wholetime	OnCall	Control	Support	Total
Mar-15	18	62	4	10	94
Mar-16	15	44	3	11	73
Mar-17	14	28	5	13	60
Mar-18	13	29	5	13	60
Mar-19	14	31	9	21	75

based on the total number of unique staff roles

Staff turnover is the number of staff that have left the Service expressed as a percentage of the average annual staff number. In the last year turnover has increased by almost 2% having seen a steady decline in previous four years. This is highest among professional support and Control room staff.

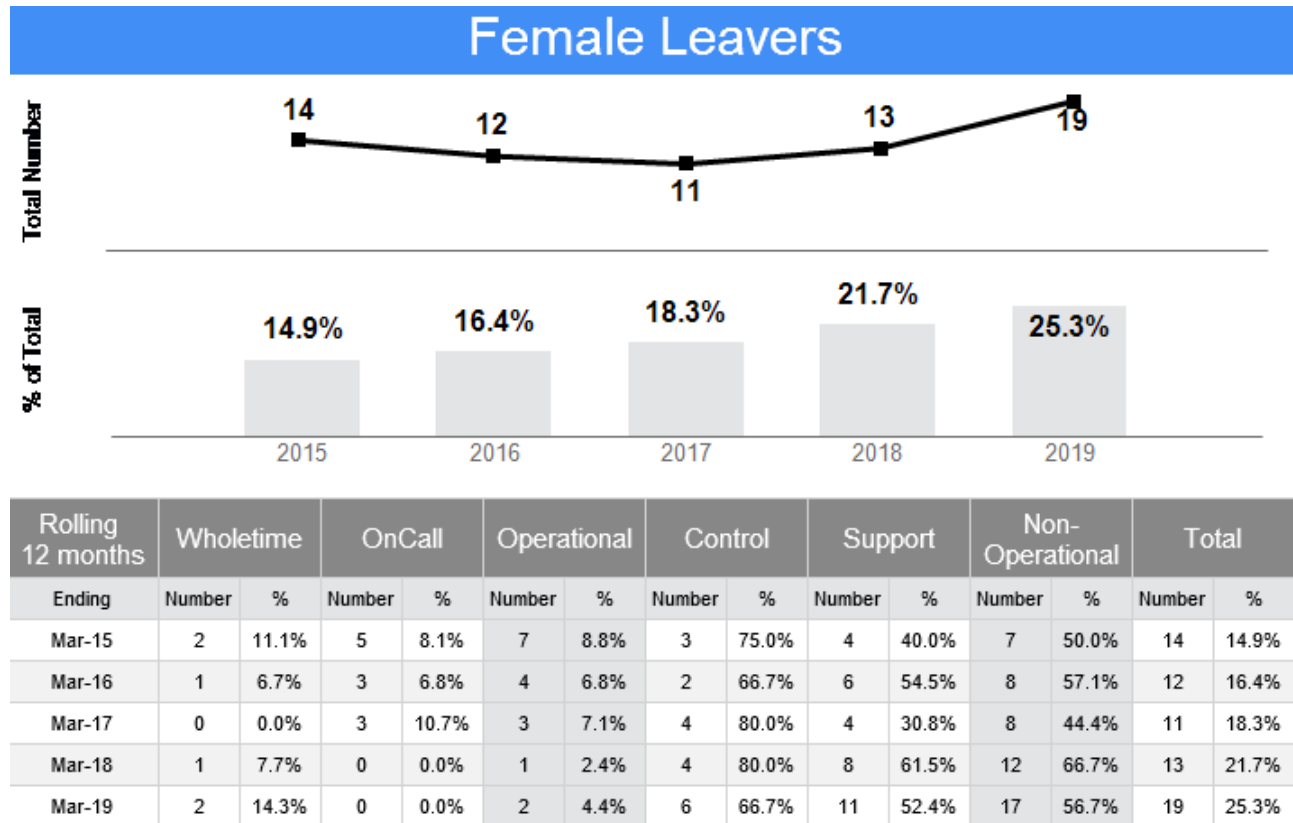
Analysis of the protected characteristics of leavers shows an increase in BAME staff turnover.

Black and Minority Ethnic Leavers



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The number of women leaving (19) was disproportionately high at 25% of all leavers. This was mainly from professional support and Combined Fire Control staff who made up 89% (17) of all female leavers. Where the number of leavers from a specific group is disproportionate, exit interviews and reasons for leaving are analysed to identify any trends. No single trend was identified for female or BAME leavers.



There were no leavers who identified as LG or B and the number leaving from a minority religious or belief group was less than previous year and in proportion to numbers in Service as was the case for disabled leavers.

Analysis of discipline and capability cases

Disciplinary Cases 2018/2019		Informal outcome	First Formal Warning	Final Formal Warning
Total Numbers		26	11	1
Issues	Availability & Attendance	12	2	
	Failure to comply with policy	2	1	
	Dishonesty	0	1	1
	Inappropriate behaviour	3	1	
	Driving	6	0	
	Capability	3	6	0

Total number of discipline and capability cases (38) was slightly lower than previous year (43) with 37% of these connected to availability and attendance. Majority were male staff of

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white British ethnicity which mirrors the profile of this staff group. While little detail can be given because numbers are so small there are no concerning trends for any specific protected characteristic.

Analysis of grievance cases

Grievance Cases 2018/2019			
Total Numbers		5	Outcomes
	Process	4	1 partially upheld, 1 not upheld, 2 informally resolved.
	Unfair Treatment	1	Not upheld.

The number of grievance cases is considerably lower than previous years with no reported cases of bullying, harassment or other inappropriate behaviour. The proportion of each staff group raising grievances (e.g. men, women) is consistent with overall staff numbers. This is a welcome decline from last year which noted a disproportionate number of grievances raised by women.

A network of RESPECT champions has been established to provide staff with a confidential route to discuss concerns about behaviour and to be signposted to different options for dealing with this. This aims to help people resolve issues informally. Our training programme on professional behaviour at work which sets the standards expected continues.

Return to work after maternity leave

Nine members of staff took maternity leave in this year; seven having returned with two still on leave. None have left the Service.

Section 4 - Recruitment analysis

The following tables and graphs show the number of applicants and successful recruits for all staff groups. Detailed analysis of the most recent wholetime FF recruitment process (2018) was reported in previous year's report.

Selection Standards

Panels of shortlisters and assessors have to undergo assessor training before being allowed to interview or assess. Panels aim to reflect both professional support and operational managers which provides a gender balance – and often an experience balance. Application forms are shortlisted with personal details like name, age, forms of address omitted and are scrutinised by the Recruitment Team. Work is underway to train and invite “community assessors” to join our selection panels.

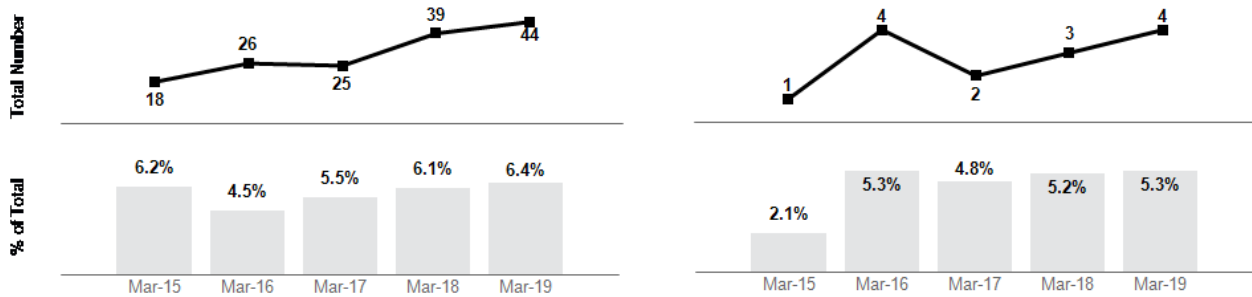
Total number of Applicants and Recruits



Applicants						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-15	0	111	111	19	160	290
Mar-16	225	128	353	46	175	574
Mar-17	221	96	317	26	115	458
Mar-18	186	151	337	112	190	639
Mar-19	175	259	434	96	155	685

Recruits						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-15	9	21	30	3	15	48
Mar-16	16	39	55	5	15	75
Mar-17	10	24	34	0	8	42
Mar-18	5	26	31	6	21	58
Mar-19	10	32	42	11	22	75

People with a Black and Minority Ethnic Background



Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-15	0	0.0%	6	5.4%	6	5.4%	1	5.3%	11	6.9%
Mar-16	8	3.6%	10	7.8%	18	5.1%	0	0.0%	8	4.6%
Mar-17	14	6.3%	6	6.3%	20	6.3%	1	3.8%	4	3.5%
Mar-18	5	2.7%	11	7.3%	16	4.7%	3	2.7%	20	10.5%
Mar-19	6	3.4%	17	6.6%	23	5.3%	1	1.0%	20	12.9%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-15	0	0.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%
Mar-16	1	6.3%	1	2.6%	2	3.6%	0	0.0%	2	13.3%
Mar-17	0	0.0%	2	8.3%	2	5.9%	0	0.0%	0	0.0%
Mar-18	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	14.3%
Mar-19	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	18.2%

Guidance notes Please interpret the percentages using the following example:
 Wholetime BME Applicants / All Wholetime Applicants OR Wholetime BME Recruits / All Wholetime Recruits.

While the number of applications from BAME candidates has improved overall in the last few years (with exception of Control) the number of recruits is disappointingly low – particularly to operational posts. Professional support BAME applicants have fared much better with 18.2% of all recruits being BAME across a range of roles. Detailed analysis of where BAME candidates are failing or withdrawing from On-call operational processes has been undertaken with the following results.

On-call

Between 1 April 2017 and 30 June 19, forty-four BAME people applied for On-call FF posts. Of these forty four, 20% were from women. The application process is on-line and applications are automatically rejected if they do not meet the response time required for the station. Outcomes for the 44 BAME applications are as follows.

Initial application (29 lost)

- Thirteen could not meet the response times for the relevant station (must be able to reach station within 5 minutes)
- Ten did not submit final application
- Two withdrew applications
- Four were rejected at shortlisting

Suitability Stage (5 lost)

- A further three withdrew applications during the process
- One had hours of availability reviewed following change in primary employment
- One had date for suitability meeting but did not attend.

Written tests stage (9 lost)

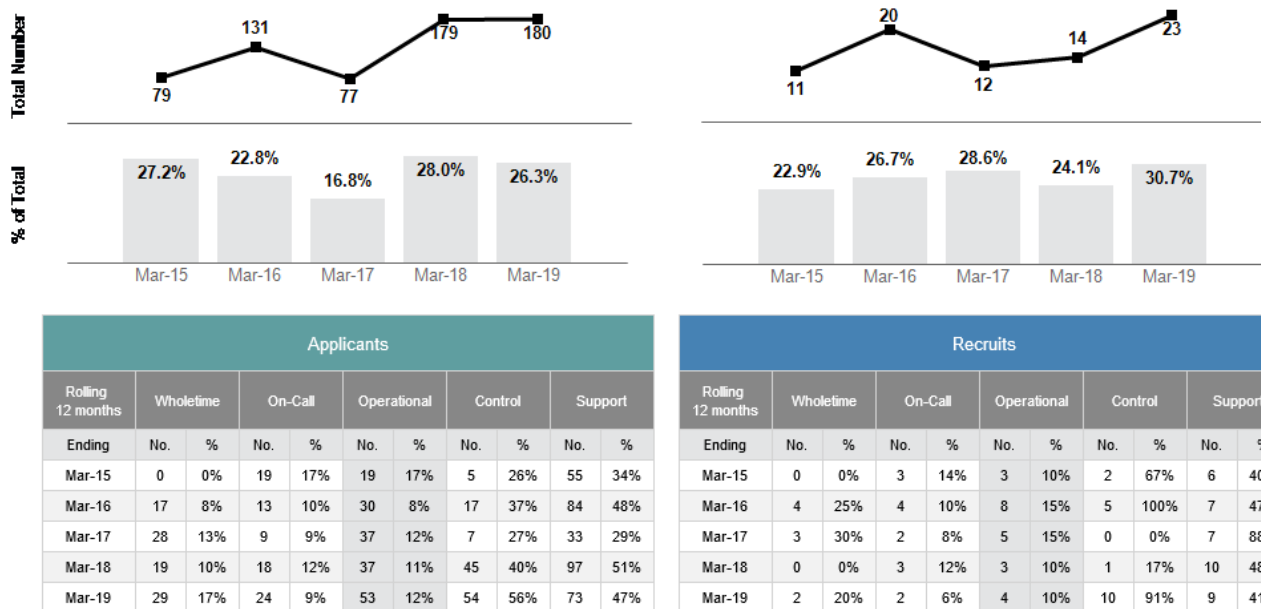
- Five withdrew application at this stage
- One did not attend test date
- Two still need to re-book a written test
- One is still in process

Medical/Fitness (1 lost)

- One did not attend medical and no further contact was had.

It can be seen from this analysis that the majority either could not meet the response time requirement (30%), withdrew their applications or did not respond to invitation to next stage. (41%). No applicants made it through to the final occupational ability tests or interview.

Female Applicants and Recruits



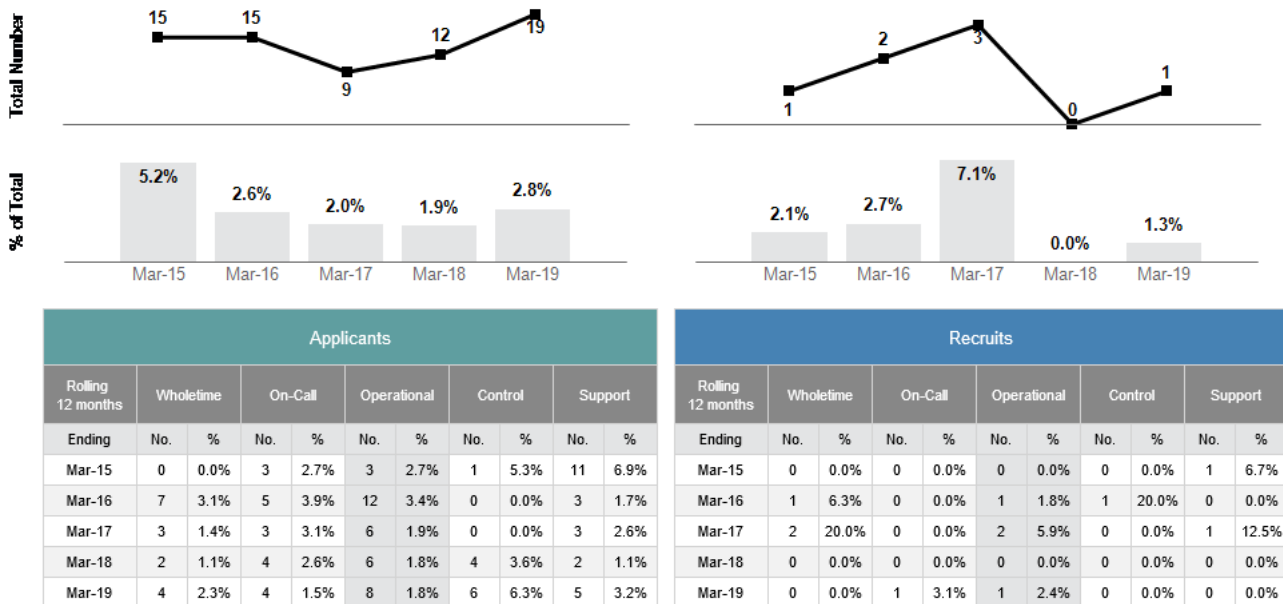
Guidance notes Please interpret the percentages using the following example:
 Wholetime Female Applicants / All Wholetime Applicants OR Wholetime Female Recruits / All Wholetime Recruits.

The number of women applying for posts has increased considerably. While the number of women successful recruits has also increased this is not proportionate to those applying – particularly for on-call posts. Taster days at On-call stations have helped to attract a wider

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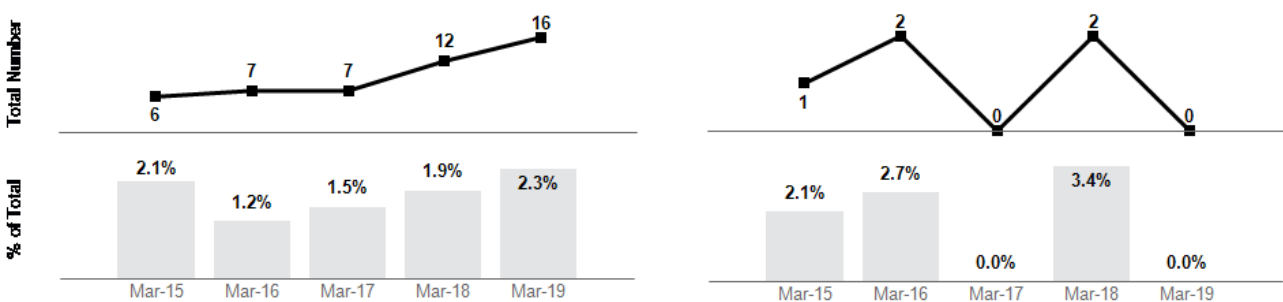
range of applicants however turning these into recruits has varied a lot over the last five years. We continue to review the equality impact of recruitment, selection and initial training processes to ensure there is no disadvantage to women or other groups who share a protected characteristic.

People sharing a Disability



Numbers of disabled applicants and recruits are both low although the trend for applicants is improving slightly. Commitment to improving this is shown through our Disability Confident Scheme as well as support for new recruits with dyslexia.

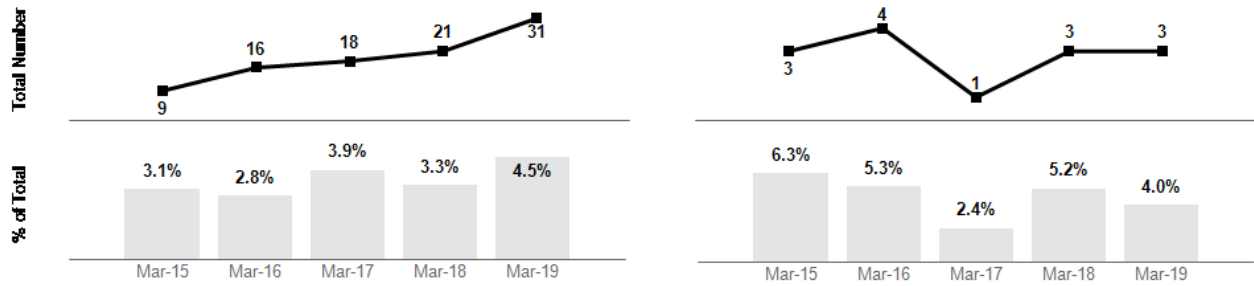
People declaring an Other Religion of Belief



Again applicants of minority religion are increasing but there is no similar pattern in successful recruitment.

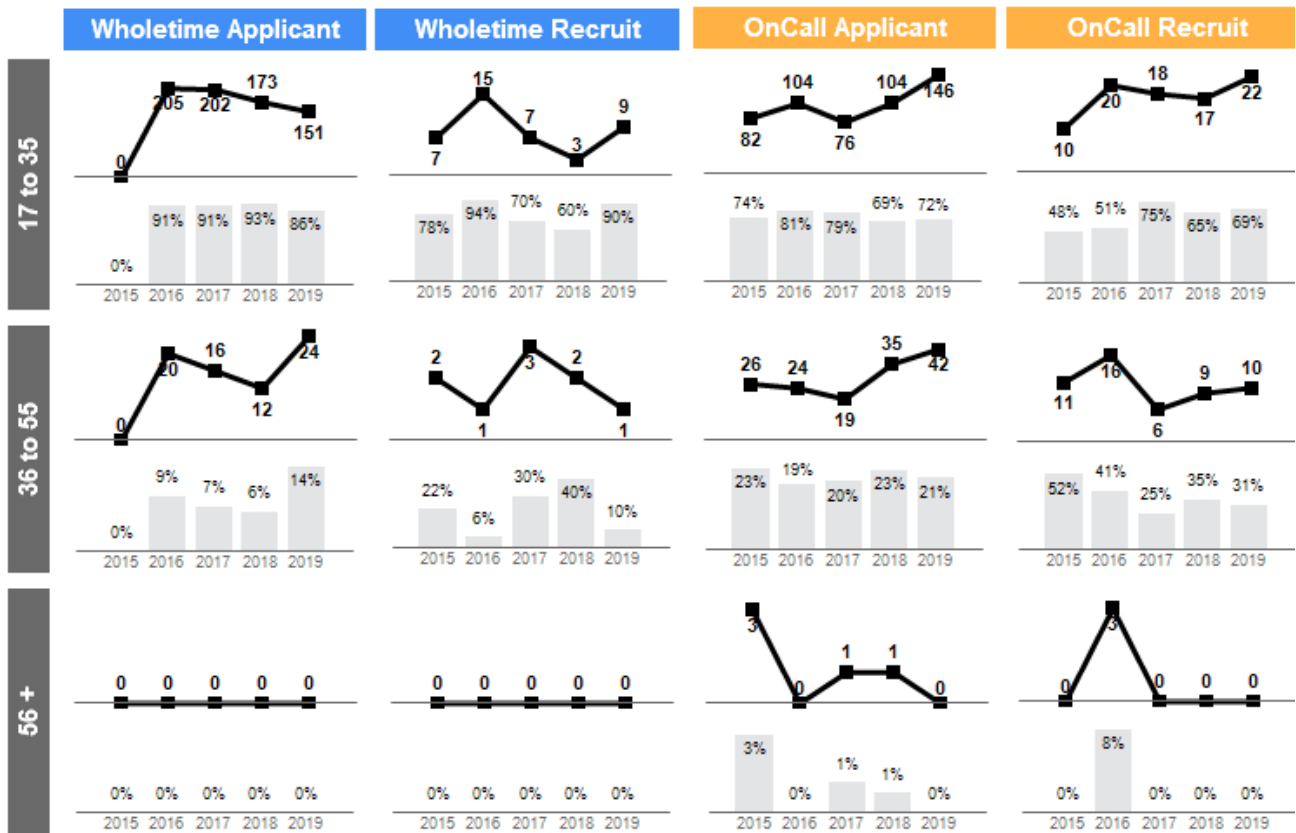
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People who identify as Lesbian, Gay or Bisexual



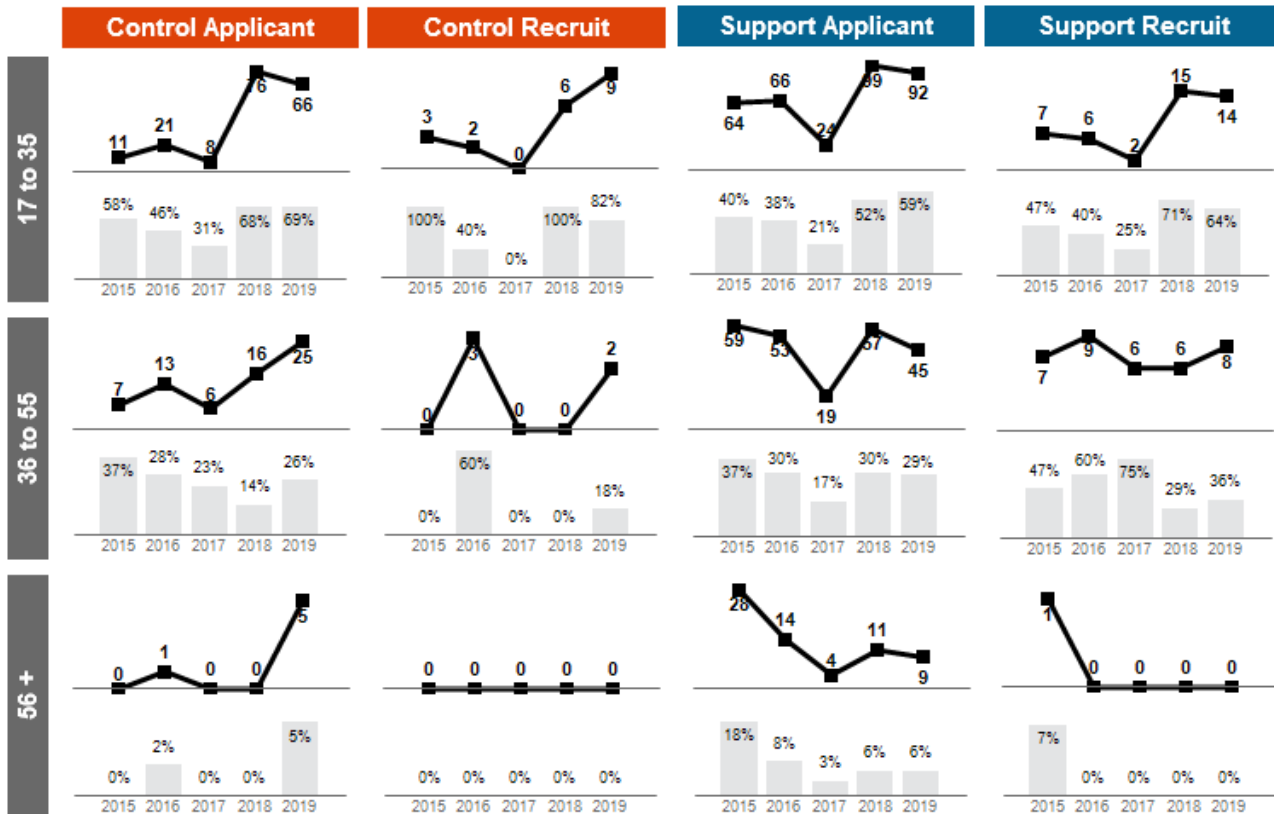
There has been a steady increase in applicants who identify as LG or B and recruitment is also positive over the last two years. In 2018 we attended the first ever Ely Pride with other emergency services. We regularly include profiles and adverts in specific LGB press as well as advertising selected vacancies through membership of Stonewall and local LGBT groups.

Age Profiles



Age profile of wholetime applicants shows a slight increase in those aged 36-55 but the majority of recruits are still likely to be in the 17-35 age group. On-call applicants have a slightly more diverse age range and recruit numbers in the 36-55 age range are proportionately higher than applicants.

Age Profiles



Age profile for Combined Fire Control show those in 35 – 55 bracket are less likely to be successfully recruited compared to younger candidates. For professional support staff there is better correlation between numbers applying and being recruited in the two younger age groups but there is less likelihood of recruitment for those 56 and over.

Section 5 - Gender Pay Gap

Employers of more than 250 staff are required to calculate and publish information about the gender pay gap in their organisation (Equality Act 2010).

The gender pay gap shows the difference between the average earnings of men and women. As a concept it is different from “equal pay” which deals with any pay differences between men and women who carry out the same or similar jobs or jobs of equal value.

Calculating, analysing and reporting on the gender pay gap can provide a valuable measure of equality in the workplace. It is a long standing phenomenon globally and varies by occupation, age group and working patterns. It highlights any difference in men’s and women’s participation in work of different types and levels and how effectively talent is being maximised.

The gender pay gap regulations require us to calculate a number of gender pay gap measures with reference to all staff. However where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of staff. The following calculations are required by the regulations and explained below. They are all expressed in percentages.

Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 8).

A **mean** average involves adding up all the numbers and dividing the result by how many numbers were listed.

Median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 9).

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results.

Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 10b). For Cambridgeshire Fire and Rescue Service, “bonus” as defined in regulation 10b includes payment related to *“productivity, performance or incentive”*.

- **Productivity:**
 - resilience payments paid to operational staff for providing additional operational cover under certain conditions.
- **Performance:**
 - performance related supplements paid to Area Commanders and Group Commanders.
 - honorariums potentially payable to any staff group member as a one-off payment in recognition of particularly good work or effort.

- **Incentive:**

- Continuous professional development (CPD) payments to operational staff. This is not an automatic payment but dependent on evidence of CPD – hence interpreted as an incentive in accordance with LGA advisory bulletin 644 (January 17).

Median bonus gender pay gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 11).

Proportion of males and females receiving a bonus payment

The proportions of male and female relevant employees who were paid bonus pay (regulation 12).

Proportion of males and females in each quartile pay band

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands (regulation 13).

Cambridgeshire Fire and Rescue Service GPG

Difference in mean hourly rate of pay	2017	2018	2019
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01	£18.11
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24	£15.26
% Difference in mean hourly rate of pay	18.58%	15.38%	15.74%
Difference in median hourly rate of pay	2017	2018	2019
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75	£15.99
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97	£14.04
% Difference in median hourly rate of pay	13.90%	11.30%	12.2%

Commentary: Both mean and median pay gaps have increased slightly since last year but remain lower than 2017. Analysis of the four individual work groups (i.e. Wholetime operational staff; On-Call operational staff; Combined Fire Control staff and Professional Support staff) shows this is partly attributable to the retirement of senior female managers in one group and partly to an increase in the pay gap for On-call operational staff. The mean gender pay gap for On-call staff increased from 6.3% to 14.6% in 2019 which may be attributable to the fact that of sixty-nine Watch and Crew Commanders (supervisory roles and paid at higher rates) only one is female so the average male salary will be considerably higher than the average female salary for this group. A higher proportion of women on-call staff are still within their probationary period so are paid at “development” rate which is less than fully competent rate.

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Difference in mean bonus pay	2017	2018	2019
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52	£55.62
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24	£50.09
% Difference in mean bonus pay	0.57%	-3.04%	9.94%

Commentary: The gap in mean bonus pay this year is in favour of men representing a 12.98% increase on last year.

Difference in median bonus pay	2017	2018	2019
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50
% Difference in median bonus pay	0.00%	0.00%	0.00%
Proportion of male and female employees who received bonus pay	2017	2018	2019
The number of male relevant employees who were paid bonus pay during the relevant period	317	291	290
The number of male relevant employees	516	506	525
<i>The proportion of male employees who received bonus pay</i>	61.43%	57.51%	55.24%
The number of female relevant employees who were paid bonus pay during the relevant period	34	25	36
The number of female relevant employees	131	131	135
<i>The proportion of female employees who received bonus pay</i>	25.95%	19.08%	26.6%

Commentary: The proportions of men and women who received bonus pay reflects the makeup of operational men and women in the Service.

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Proportion of male and female employees according to quartile pay bands	2017	2018	2019
The number of male full-pay relevant employees in the lower quartile pay bands	110	106	109
The number of full-pay relevant employees in that quartile pay band	163	159	162
<i>Proportion of male employees in the lower quartile pay band</i>	<i>67.48%</i>	<i>66.67%</i>	<i>67.28%</i>
The number of female full-pay relevant employees in the lower quartile pay bands	53	53	53
The number of full-pay relevant employees in that quartile pay band	163	159	162
<i>Proportion of female employees in the lower quartile pay band</i>	<i>32.52%</i>	<i>33.33%</i>	<i>32.72%</i>
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117	125
The number of full-pay relevant employees in that quartile pay band	163	158	166
<i>Proportion of male employees in the lower middle quartile pay band</i>	<i>76.07%</i>	<i>74.05%</i>	<i>75.30%</i>
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41	41
The number of full-pay relevant employees in that quartile pay band	163	158	166
<i>Proportion of female employees in the lower middle quartile pay band</i>	<i>23.93%</i>	<i>25.95%</i>	<i>24.70%</i>
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145	149
The number of full-pay relevant employees in that quartile pay band	160	161	168
<i>Proportion of male employees in the upper middle quartile pay band</i>	<i>83.75%</i>	<i>90.06%</i>	<i>88.69%</i>
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16	19
The number of full-pay relevant employees in that quartile pay band	160	161	168
<i>Proportion of female employees in the upper middle quartile pay band</i>	<i>16.25%</i>	<i>9.94%</i>	<i>11.31%</i>
The number of male full-pay relevant employees in the upper quartile pay bands	148	138	142
The number of full-pay relevant employees in that quartile pay band	161	159	164
<i>Proportion of male employees in the upper quartile pay band</i>	<i>91.93%</i>	<i>86.79%</i>	<i>86.59%</i>
The number of female full-pay relevant employees in the upper quartile pay bands	13	21	22
The number of full-pay relevant employees in that quartile pay band	161	159	164
<i>Proportion of female employees in the upper quartile pay band</i>	<i>8.07%</i>	<i>13.21%</i>	<i>13.41%</i>

The equal pay audit proposed last year has been carried out by an external consultant and the recommendations made from this are being implemented this year.

Demography of Cambridgeshire and Peterborough – Census 2011

Cambridgeshire and Peterborough

Population : 804,841

Gender

49.8% Male (400,419)
50.2% Female (404,422)

Average Age
39 years

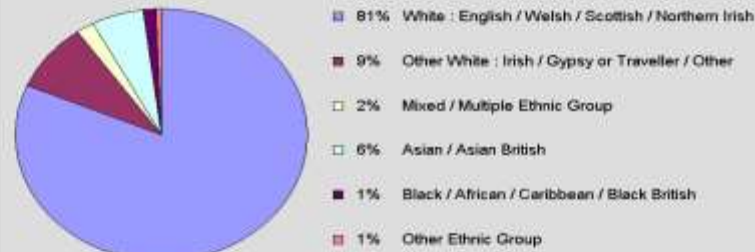
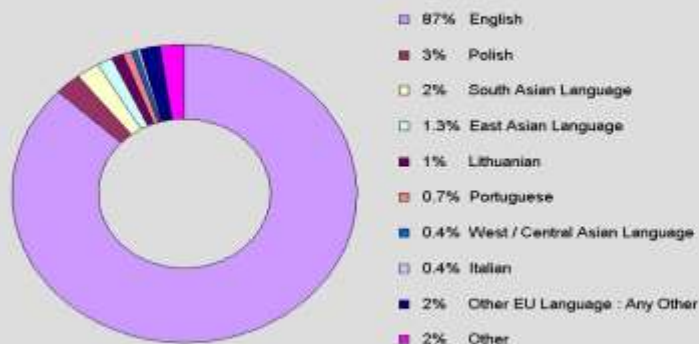
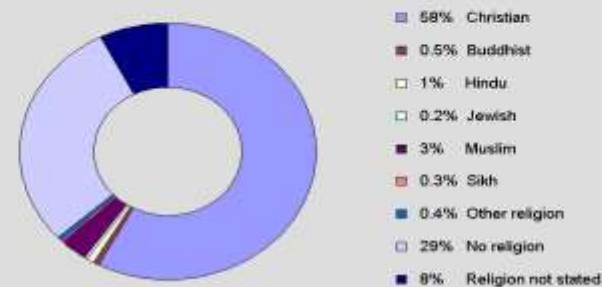
Median Age
38 years

Age Range**Long Term Health Problem or Disability**

Day-to-day activities limited a lot : 7% (54,674)

Day-to-day activities limited a little : 9% (70,944)

Day-to-day activities not limited : 84% (679,223)

Ethnic Groups**First or Preferred Language aged 3 and over****Religion**

Cambridge City District

Population : 123,867

Gender

50.8% Male (62,984)
49.2% Female (60,883)

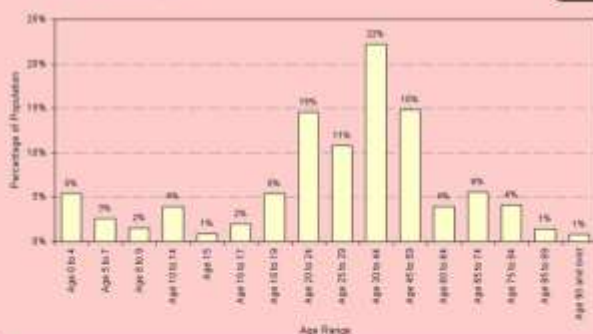
Average Age
36 years

Median Age
31 years

Long Term Health Problem or Disability

Day-to-day activities limited a lot : 5% (6,798)
Day-to-day activities limited a little : 7% (9,266)
Day-to-day activities not limited : 87% (107,803)

Age Range



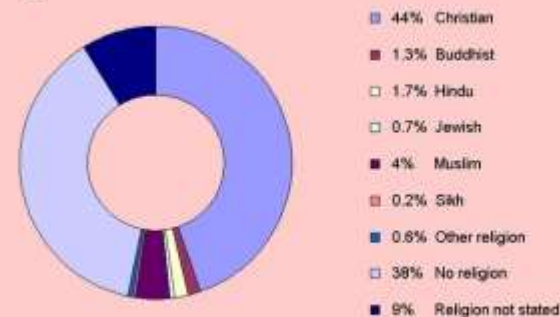
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Peterborough District

Population : 183,631

1da Item: 5

Gender

49.5% Male (90,859)
50.5% Female (92,772)

Average Age
37 years

Median Age
35 years

Long Term Health Problem or Disability

Day-to-day activities limited a lot : 8% (14,053)

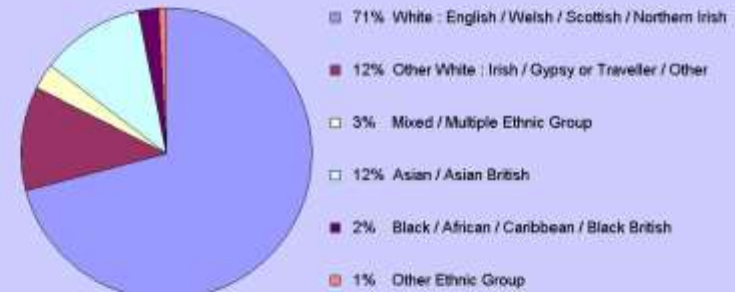
Day-to-day activities limited a little : 9% (16,538)

Day-to-day activities not limited : 83% (153,040)

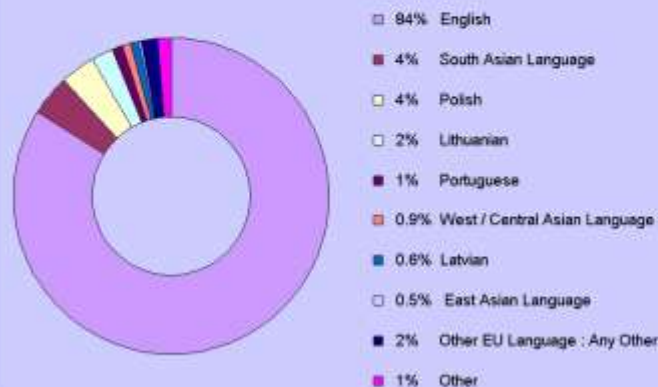
Age Range



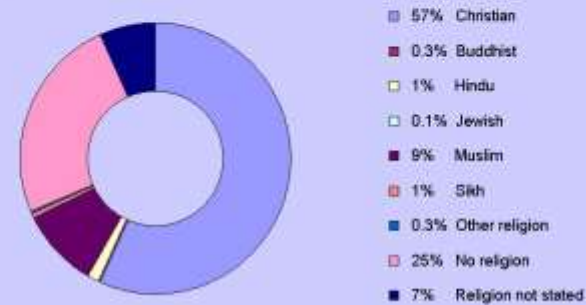
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer (ACFO) – Jon Anderson

PRESENTING OFFICER(S): Assistant Chief Fire Officer (ACFO) – Jon Anderson

Telephone: 07711 444201
jon.anderson@cambsfire.gov.uk

DATE: 17 October 2019

INTEGRATED RISK MANAGEMENT PLAN 2020 to 2024

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at September 2019, with the draft Integrated Risk Management Plan (IRMP) 2020 to 2024 .

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to approve the attached draft plan at Appendix 1 and recommend it to the Fire Authority for public consultation.

3. Risk Assessment

- 3.1 **Political** – the IRMP process outlined in the Fire and Rescue National Framework for England requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** – the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response service but also aids in the promotion of prosperous communities.
- 3.3 **Legal** – the Authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for businesses to achieve are core aspects of the fire and rescue service function to local communities.

4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim

to minimise the disadvantage suffered by people due to their protected characteristics, specifically age and disability.

5. Background

- 5.1 The IRMP is a public facing document covering a minimum of a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough (Appendix 2). The IRMP process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring, we term this 'community risk'. This, together with data from other sources such as the national risk register and our, strategic and business delivery risks is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.2 The IRMP document highlights initiatives that will be explored to further improve the quality of service delivery and importantly to further reduce the level of risk in the community within a balanced budget. The document represents the central improvement plan for the Service and as such sets out our strategic direction and the performance measures that we will utilise to manage and implement the plan. Once approved, an action plan is developed that defines the specific activities that will be undertaken to deliver the IRMP.
- 5.3 The IRMP outline the services performance measures and the data that we will be monitoring to ensure that we are making effective decisions about the targeting of our resources and activities. As well as looking at the numbers of fires, road traffic collisions and other incidents, we also look at trends and seek to understand the underlying causes or factors that we are able to influence to reduce numbers.
- 5.4 Performance against our IRMP is regularly reviewed through both our management reviews and our overall performance held to account through the Authority Overview and Scrutiny Committee.
- 5.5 The main context points to note from the IRMP include:
- It is noticeable that despite a steady increase in population, our incident rate has fallen considerably from 10 years ago, although the numbers have marginally increased over the last five years.
 - The reduction in calls is as a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms.
 - Our main increase in fires has been secondary fires which have increased by 51% over the past five years. This can be largely attributed to the increases we have seen in fires in the open during the summer months.

- The fire rate per 100,000 population in Cambridgeshire is consistently lower than the national figure and when looking back over the past five years, the fire rate per 100,000 population has only seen a marginal increase of 4%.
- Over the past five years we have seen a distinct pattern of increased operational activity emerging during the summer periods.
- Our special service incidents have increased because we have been working more collaboratively with other emergency services.
- The Comprehensive Spending Review for the next four years has been delayed to 2020 while Government concentrates on Brexit. We are therefore only expecting to get a single year settlement for 2020/2021.
- There are opportunities to address recognised issues within our On-Call service to make it more attractive and more sustainable for the future.
- Our changing county demographics and an increasingly ageing population is leading to more vulnerable and isolated older people within our communities.

5.6 As a result of the points in paragraph 5.5 above, the Service identifies in the IRMP those activities that will be the focus of the next four years to reduce the risks and maximise the opportunities. These are broken down under our four strategic aims; people, community safety excellence, operational excellence and value for money.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP preparation document 2020 to 2024 IRMP Planning Framework Equality Impact Assessment for IRMP 2020 to 2024 IRMP Engagement Exercise Results of CFRS Risk Analysis ORH Risk Analysis Report	Fire Service HQ Hinchbrooke Cottage Huntingdon	Tamsin Mirfin Service Transformation Manager tamsin.mirfin@cambsfire.gov.uk

THE INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2020 - 2024

DRAFT

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The Integrated Risk Management Plan

Government has placed a legal requirement on each fire authority to produce an easily accessible and publicly available Integrated Risk Management Plan (IRMP) covering at least a three-year time span. The plan must:

- Reflect up to date risk analysis of all foreseeable fire and rescue related risks that could affect Cambridgeshire
- Show how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities in a cost-effective way
- Outline service delivery outcomes and how resources are allocated to mitigate risks
- Show that the Fire Authority has a management strategy and a risk-based programme for enforcing fire safety legislation
- Show how the Fire Authority will meet the needs of the community through working with partners.

This document is written within the context of blue light collaboration and continued reductions in public sector funding. This means we need to find ways to ensure we are using our resources in the best possible way, to maintain the quality of service we provide and further reduce the level of risk in the community in a collaborative way, working with partner organisations.

Our IRMP covers all of the activity we are engaged in to exploit opportunities and reduce the risk associated with providing a service to the community.

We are focused on ensuring that we explore every opportunity to work more collaboratively with partners. Our previous IRMP 2017-2020 saw us working more closely with other emergency services and agencies to enable us to better protect the public we serve, particularly the most vulnerable in our communities. We are actively engaged in a number of collaborative arrangements to do this as well as having effective information sharing agreements to allow us to identify those most at risk of fires and other emergencies.

There are many interdependencies in the planning process and for this reason, we intend to monitor progress and review the measures set out in this document to ensure the IRMP process is fully integrated into the corporate planning process.

A glossary is provided in **Appendix A** at the back of this document explaining some of the terms used.

How we identify risk

In 2016, we undertook a detailed review of risk within Cambridgeshire and we have monitored and reviewed this each year as part of our IRMP monitoring activities. In 2019, we conducted a further detailed review of risk, resource allocation and scenario planning to include the new A14 road network and planned housing developments. This work forms the basis of our IRMP and associated work, projects and activity for the next four years.

During the review process, we looked at everything that had changed in Cambridgeshire, from the population and the county's infrastructure, to our own services.

Using a combination of data analysis, computer modelling, professional judgement and engagement with our staff, the risk review has resulted in a set of proposals designed to realign our resources to risk. We use our own data analysts as well as specialist analysis from external supplier Operational Research in Health Ltd (ORH).

Our integrated risk management analysis and planning process is shown in Figure 1 (opposite).

This risk review has enabled us to assess those foreseeable risks that could hinder our progress towards our vision, whilst also allowing us to recognise opportunities that will assist us in achieving our vision.

This document sets out the high level areas of work. Larger pieces of work will be taken forward through programme management with progress monitored and managed through our Business Development Programme Board. Other work will be delivered through the responsible group and monitored at the relevant strategic delivery group, where performance will be reported quarterly to the chief officer team.

The Service compiles an Annual Report and Statement of Assurance that provides a review of the Service's delivery against the Integrated Risk Management Plan and our performance measures. This can be found on our website under [About Us/Documents](#).



Fig 1 Integrated Risk Management Planning Process

Local Resilience Forum

In addition to our own detailed analysis of the risks facing our communities, the Integrated Risk Management Plan has paid due regard to the risk analysis completed through the national risk register and local resilience forum to ensure that civil and terrorist contingencies are captured.

Our chief fire officer is chair of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) and senior managers are actively engaged in the forum. The Service has supported the development of an agreed risk profile for the local area through the community risk register, in partnership with police and ambulance services, local authorities, primary care trusts, health protection agency, environment agency and the military.

You can view the CPLRF Community Risk Register [on our website.](#)

Context

Cambridgeshire and Peterborough

Cambridgeshire has a two-tiered local authority system, consisting of Cambridgeshire County Council and five district councils - Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland. Peterborough City Council is a unitary authority located in the north of Cambridgeshire.

The stated vision of both Cambridgeshire and Peterborough councils is to create an environment that enables the communities they serve to achieve social, economic, and environmental wellbeing. Cambridgeshire and Peterborough are identified as areas for sustained residential and commercial development which, in addition to providing opportunities for economic growth, have the potential to impact on public service resources.

Figure 2 shows the correlation between population growth and our incident rates. It is noticeable that despite a steady increase in population, our incident rate has fallen considerably, although the numbers have marginally increased again over the last five years. We look at the reason for this on pages 9 to 12. The reduction in calls is a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms. This success, together with the scale of financial pressures facing public sector agencies across Cambridgeshire and Peterborough, demonstrates we remain

committed to working with a range of partners in order to provide the best possible service to our communities.

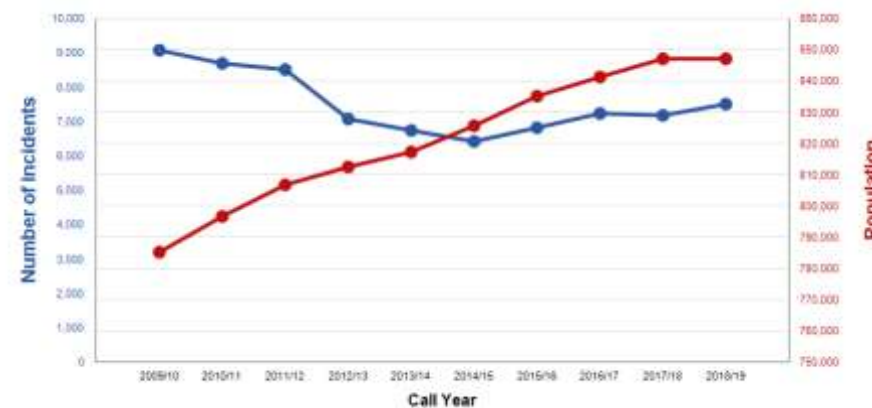


Figure 2 Number of incidents versus the population growth

Our Partnerships

To enable a more efficient way of working for public sector agencies in Cambridgeshire and Peterborough, we work closely, on a daily basis, with our blue light colleagues in Cambridgeshire Constabulary and East of England Ambulance Service, as well as our colleagues in both Cambridgeshire County Council and Peterborough City Council.

We now share equipment and resources with Cambridgeshire Constabulary that enhances the operational capability of both services and within Peterborough City Council, police, fire and council staff work side by side through the Safer Peterborough Partnership.

East of England Ambulance Service also shares our facilities and in some areas our frontline firefighters respond to medical emergencies.

This and future collaborations are facilitated by the Bluelight Interoperability Board chaired jointly between the deputy chief constable and assistant chief fire officer.

We also work in partnership with other fire and rescue services and have achieved shared functions that include ICT, our Combined Fire Control and shared senior operational command. These arrangements have not only improved services and resilience but in some areas allowed the authority to make efficiency savings.

In response to the county demographics and an increasingly ageing population, we have importantly developed an efficient way of working with local authorities to deliver targeted Safe and Well visits to the most vulnerable people within our communities. These are an enhanced home fire safety visit where we conduct winter warmth checks, fall prevention support, alcohol support and crime prevention, as well as fire safety. Further opportunity exists as we continue to seek out new partners that provide access to the most vulnerable people within our communities.

Comprehensive spending review

We can demonstrate a very effective record for dealing with Government funding cuts in an efficient and innovative manner. Since 2010, our Central Government funding has

been cut by £6million and that has resulted in significant budget reductions and the reshaping of our Service.

We are currently in the final year of the second Comprehensive Spending Review (CSR). The 2016-2020 CSR has reduced our budget by 13.5 per cent. As with the previous CSR, we have been proactive in identifying plans and changes to ensure we continue to deliver a professional service to the public whilst making the required efficiencies.

The future is not as clear for us as we prepare for 2020-2024, as the CSR for the next four years has been delayed to 2020 while Government concentrates on Brexit. We are therefore only expecting to get a single year settlement for 2020/2021. This significantly impacts on our ability to accurately plan and budget for this coming four year IRMP period. However, to be prepared as much as we can be, we are working through a number of potential scenarios and considering what the impact of those might be on our budget and what we can do to meet the challenges we may face.

Our ability to mitigate risks and realise opportunities is directly impacted by our resourcing and the budget available to us. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans. Once our four year settlement is known next year, we will review our IRMP action plan and revise timescales or scope if we need to, to ensure plans remain achievable and affordable.

The calls we attend

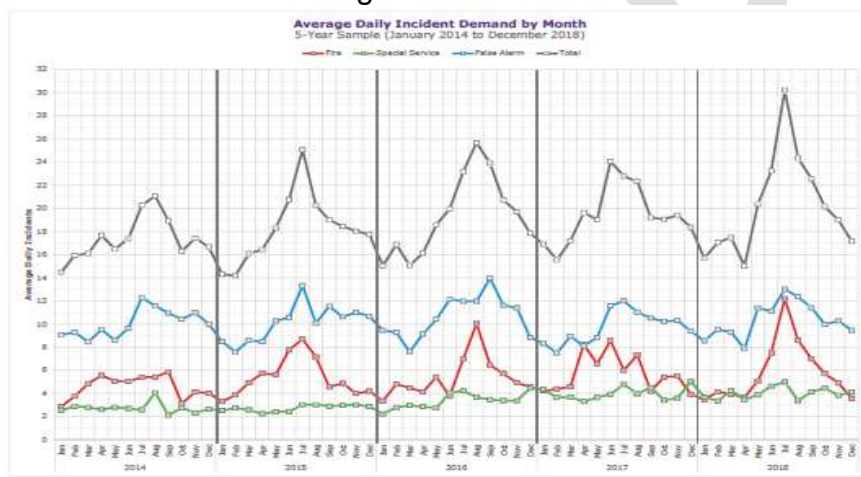
All the data used in this section, unless otherwise stated, is taken over a five year period to December 2018.

Our latest statistics show a 9.8% increase in the number of incidents attended from 2014 to 2018. In 2018, 29% of our calls were to fires, 19.8% were to special services, and 51.1% were false alarms (0.8% were malicious).

(PIE CHART)

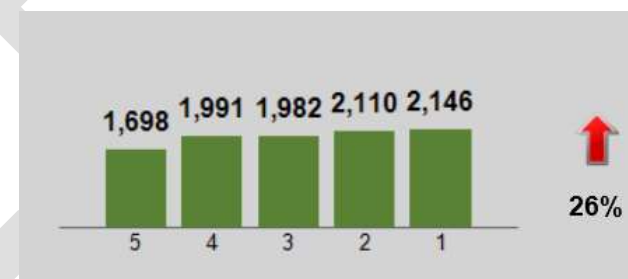
Incident trends across the county

Over the past five years we have seen a distinct pattern of increased operational activity emerging during the summer periods. In the summer of 2018, we saw a significant spike in the number of fires attended, in particular fires in the open, and we encountered spate conditions where demand on our services is unusually high, triggering the setting up of a coordination cell to manage resources.



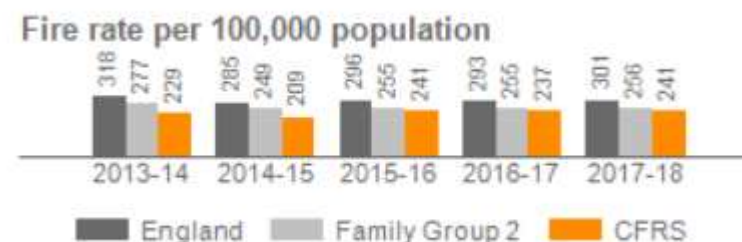
Fire trends across the county

Over the past five years the numbers of fires in the county has increased by 26%.



The fire rate per 100,000 population in Cambridgeshire is consistently lower than the national figure and when looking back over the past five years, the fire rate per 100,000 population has only seen a marginal increase of 4%. This indicates that whilst our fire numbers are increasing it is doing so in correlation to our population growth in the county.

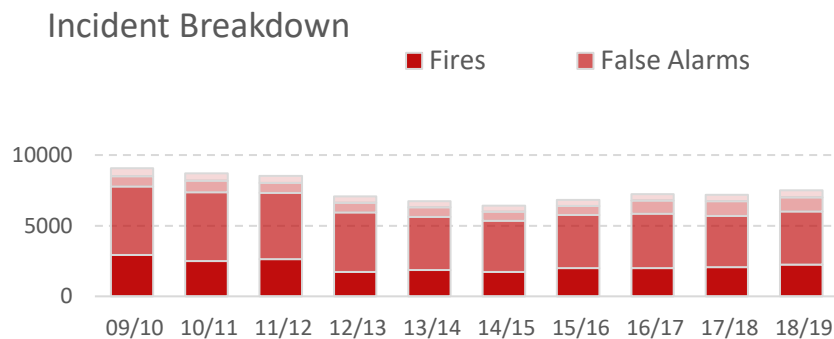
We utilise family groups to make comparisons between most similar fire and rescue services and this also shows that Cambridgeshire's fire rate per 100,000 population figure is lower than the comparable family group average.



Primary fires are defined as all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances. We define chimney fires as any fire in a building where the flame was contained within the chimney structure.

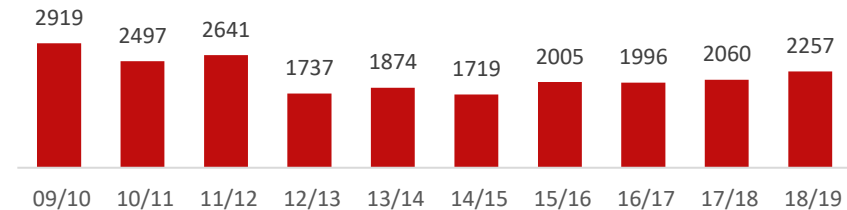
Although over the last five years we have seen an increase in the number of fires we attended, when we look at our incident and fire trends over the past 10 years we can see that these have not increased to the same numbers that we were seeing 10 years ago.

CFRS attended 7,512 incidents in 2018/19. This was a 5% increase compared with the previous year (7,183), a 17% increase compared with five years ago (6,426) but a 17% decrease compared to ten years ago (9,079).



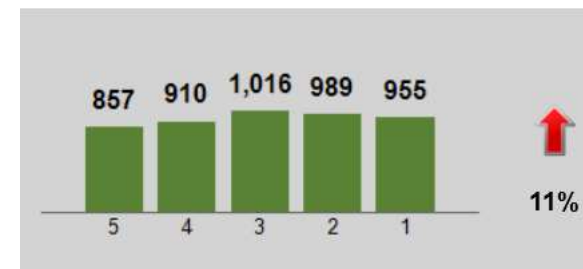
Of the 7,512 incidents in 2018/19, there were 2,257 fires. This was a 10% increase compared with the previous year (2,060), a 31% increase compared with five years ago (1,719) but a 23% decrease compared with 10 years ago (2,919).

Total Fires



Our primary fires in the county are up by 11% (102 fires) compared to five years ago although the number has decreased from its peak in 2016.

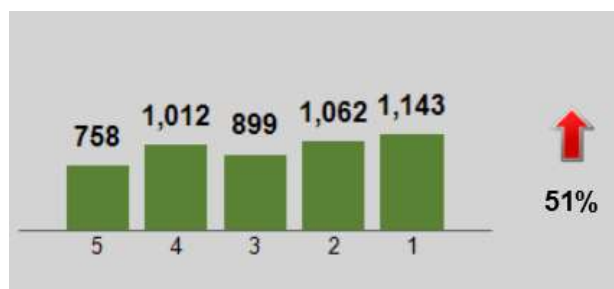
Primary fires over the past five years



Secondary fires are those that do not affect property, do not involve casualties and are attended by four or less appliances. Examples include bin fires and most outdoor small fires.

Our main increase in fires has been secondary fires which have increased by 51% over the past five years. This can be largely attributed to the increases we have seen in fires in the open during the summer months.

Secondary fires over the past five years



The number of false alarms with good intent have decreased from 24.8% to 17.3% of all our calls received over the past five years. These are calls where the person genuinely believes there is a fire, but it may be out on our arrival or may be a neighbour's bonfire for example.

The number of automatic fire alarms that we receive has remained largely the same.

Special services and road traffic collisions (RTCs)

As well as attending fires we also attend road traffic collisions (RTCs) and provide a number of other services which we define as special services. These special services are non-fire

incidents that require a fire crew or an officer to attend and include:

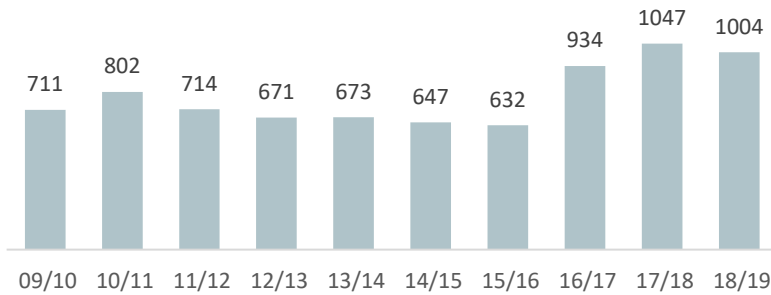
- Local emergencies such as rescuing people, making something safe etc
- Major disasters
- Domestic incidents such as water leaks, people locked in or out etc
- Prior arrangements to attend incidents, which may include some provision of advice and inspection
- Animal rescues

Of the 7,512 incidents in 2018/19, there were 1,004 special service incidents. This was a 4% decrease compared with the previous year (1,047), a 55% increase compared with five years ago (647) and a 41% increase compared with 10 years ago (711).

The number of RTCs have decreased by 0.32% although in 2018 there was a slight increase. RTCs equate to 33% of our special service incidents. Special services made up 15.7% of our total incidents in 2014 and this increased to 19.8% in 2018. Special service incidents have increased because we have been working more collaboratively with other emergency services.

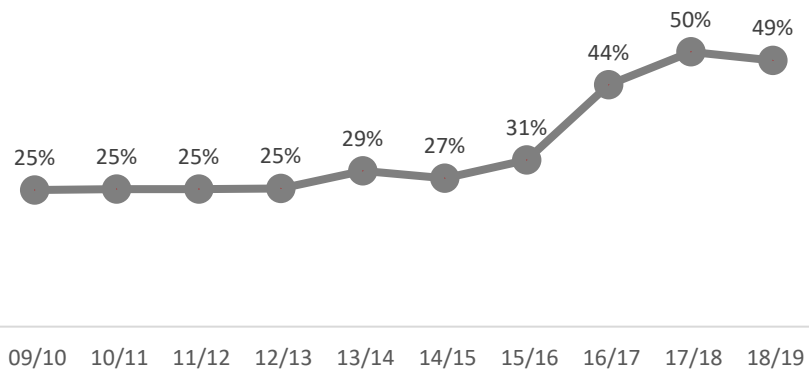
The number of these incident types were relatively stable from 2009/10 to 2015/16 but since then have shown three year on year increases. The increases coincide with new legislation which announced a statutory duty to collaborate imposed on all three emergency services. This legislation was given Royal Assent in January 2017.

Total Special Services



The chart below shows the percentage of total special service incidents where we have been called to assist either the ambulance service, police or other fire services.

Percentage of Special Service incidents which involved collaborating with other emergency services



Our Vision

Our vision is an aspirational statement of where we hope to be one day.

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

Put simply, this means we will strive to **reduce risk and save lives**.

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

These are therefore our strategic aims and they drive everything we do.



What do our strategic aims mean?

For each of our strategic aims we have a number of statements that describe what excellence in that area looks like to us so we all understand what we are striving for.

People

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

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

Community Safety Excellence

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

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

Operational Excellence

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

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

Value for Money

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

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

Risks and Opportunities

Our review of risks and opportunities has highlighted a number of core areas for our focus and attention.

Sustainability of the on-call service

Our response model is effective and efficient (HMICFRS 2018). However, there are opportunities to address recognised issues within our on-call service to make it more attractive and more sustainable for the future. Of our 27 operational fire stations, 25 of them have an on-call crew as all or part of that station's make up. We are reliant on the on-call stations to provide a large proportion of our service. Through a combination of societal and demographic changes, as well as changes in lifestyles, the recruitment and retention of on-call staff, and therefore the availability of on-call crews, particularly during daytime hours, is a challenge locally as well as nationally.

We have already done a lot to improve our effectiveness and efficiency in this area by realigning our resources to risk. For example, the introduction of roaming pumps which use wholetime firefighters to cover on-call areas when the on-call fire engine is not available; identifying key on-call strategic stations which, if available, help us meet our response targets; and the targeted use of on-call firefighters to cover other stations to ensure fire engines are available. We believe there are more opportunities to use our on-call resources, ensuring the best service to the public, while further improving recruitment and retention.

Operational response

We will continually look to improve the service we are delivering to our communities. We will keep under review the risks that are posed to our communities and our capabilities to deal with them. We will investigate new technologies, best practices and operational equipment and continually look at opportunities to evolve our service to meet the needs of those we serve.

Aging population

Our changing county demographics and an increasingly ageing population is leading to more vulnerable and isolated older people within our communities. Our historic data shows that the older population is more at risk of death following a fire. This, together with the pressures on social care services, identifies this change as a key strategic risk to continuing to reduce fire related deaths.

Youth engagement

We recognise the high regard our staff are held in by the public. There are opportunities to use our staff as positive role models to work with young people. We would like to explore how our staff can work with education providers to help young people reach their full potential, building on the success of our Fire Break programme.

Workforce development

Our workforce planning profile predicts that the numbers of staff who are expected to retire in the coming years presents a risk to the Service in terms of loss of skills, experience and knowledge, particularly in the wholetime workforce. Robust

succession planning will be important, to ensure that we will have the skills needed for the future, particularly in terms of leadership, people and performance management. The changing profile of our operational incidents means that we will need to strengthen our training provision and find alternative ways for newer and future staff to develop their operational experience. However, the changes expected in our workforce also presents us with an opportunity to continue our work to reform working practices and employment conditions and offer a greater range of development opportunities. This will ensure that we can attract and retain a more diverse workforce that will better reflect the diversity of the communities we serve.

Employee engagement

There are opportunities to enhance staff engagement and further develop the culture of our organisation so that we may be an employer of choice, both for our existing workforce and for those we wish to attract to our employment in the future. We will continue to engage with and seek feedback from our communities through our community engagement and positive action programmes and we will continue to seek feedback from our staff through a number of routes, including our regular employee engagement surveys. We have acted on feedback given by staff in our 2015 and 2017 surveys and in October 2019 we carried out another comprehensive employee engagement survey. Once the feedback has been analysed, any actions will be integrated into the wider IRMP action plan.

Mobilisation technology

The Emergency Service Mobile Communications Programme (ESMCP), led by the Home Office, is due to roll out a new

communications system over the next few years to replace the Airwave system currently in operation that allows emergency service staff to talk over radios to each other and to their control centres during incidents. All emergency services will have to implement this and adopt the new technology.

As well as this, we need to refresh some of our own systems to take advantage of new developments in communication technology. We need to replace our existing mobilising infrastructure from the point of receiving a 999 emergency call, to alerting firefighters and officers and communicating with staff during incidents. This is one of our key systems and is vitally important for ensuring we have the right resources at incidents in the fastest time.

Collaboration

The Policing and Crime Act 2017 created a statutory duty on fire and rescue authorities, police forces and ambulance trusts to keep collaboration opportunities under review, notify other emergency services of proposed collaborations and embark on collaboration when there is potential for efficiency and effectiveness that does not have an adverse impact on public safety.

The Fire Authority has already demonstrated a strong desire to collaborate with the introduction of the ICT Shared Service with Bedfordshire Fire and Rescue Service, the Combined Fire Control with Suffolk Fire and Rescue Service and training delivery with Northamptonshire Fire and Rescue Service.

There are further opportunities to collaborate in order to drive efficiencies and to improve outcomes for the public through

closer working with other bluelight services. The core opportunities that have been identified relate to property sharing with the police to look at sites where there would be benefit to sharing facilities and also look to building new joint facilities if appropriate.

So what do we do now?

Our review of risks and opportunities has identified a number of key areas for consideration that would impact upon our ability to achieve, or assist us to achieve, our vision and strategic aims.

This work has resulted in the culmination of an action plan for the next four years. The action plan is split under our four strategic aims – people, operational excellence, community safety excellence and value for money - and will be managed by these strategic delivery groups. The action plan is detailed in the next section.

Our resources and how we use them

Response

Under the National Framework, we have a responsibility to maintain appropriate crewing levels to respond to all foreseeable fire and rescue related risks that could affect our fire authority area.

As well as assuring we have the right number of fire engines to meet demand, we also have to have the right resources to deal with what might foreseeably happen. So to determine what resources we need and where, we analyse historic incident data and current and future risks. This is also set against our ability to meet our response standards (how long we take to get to an incident) of an average nine minutes in urban areas and 12 minutes in rural areas.

This analysis shows that we need to strive to have a minimum of 14 fire engines available across the county at any one time. This is based on us being able to respond to two incidents at the same time, both requiring six fire engines, with two fire engines being available elsewhere for resilience. We know this is not sustainable though in periods of high demand, which is why we will always aim to have as many fire engines available as we can.

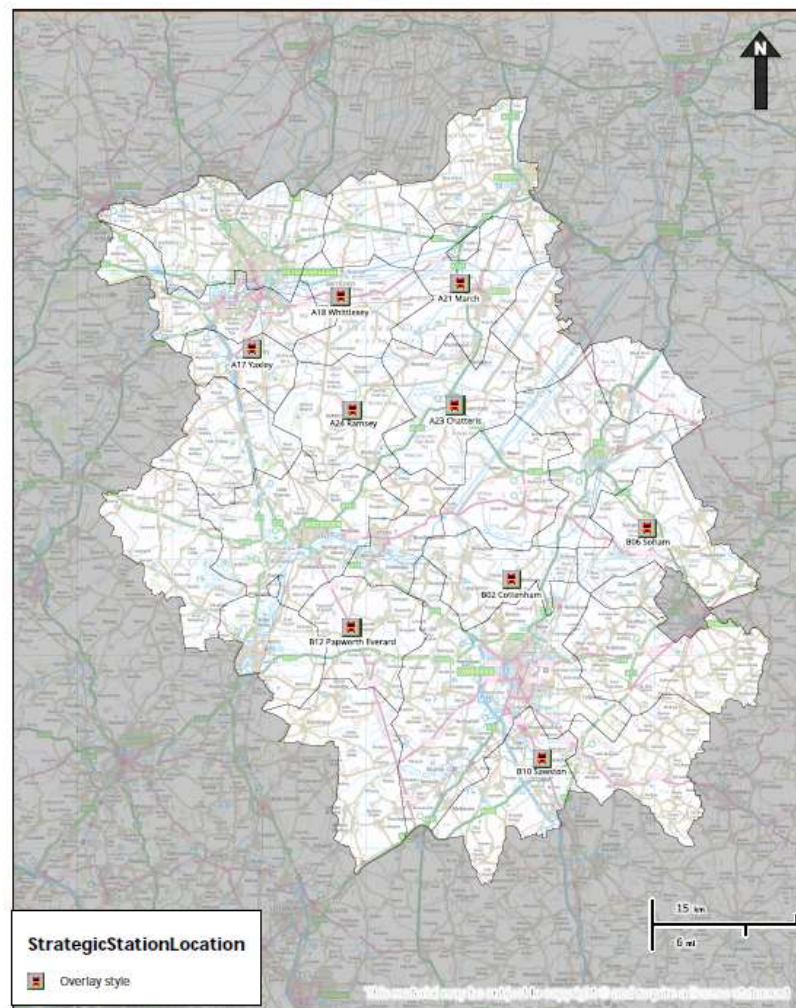
In terms of location, mapping five years of historic incident data (most serious incidents – primary fires, RTCs and special services) has shown us which of our on-call fire engines we need to have available around the clock to best meet our response standards (these are in addition to the four wholetime

and three day-crewed stations which are crewed by wholetime firefighters).

We have called these on-call strategic IRMP stations and they are:

- Yaxley
- Whittlesey
- March
- Chatteris
- Ramsey
- Papworth/Cambourne
- Cottenham
- Soham
- Sawston

Strategic Stations



Protection

Due to the number of non-domestic premises within the county, we prioritise resources on a risk basis. We audit all very high and high risk premises. Where necessary, we sample premises in the medium and low risk categories to ensure compliance with the Fire Safety Order. This process is delivered through our risk based audit programme.

Prevention

We use data from a wide range of partners to target resources and activity to those who are most at risk of fire and other emergencies. We also work with partners to identify how we can make the most of every contact with the public, and improve lives.

More information on our resources, and how we use them can be found on our website in our Risk and Resource Methodology document

https://www.cambsfire.gov.uk/media/2267/risk_resource_methodology.pdf

Our action plan

People

People are at the heart of everything we do, both our staff and those in our communities who we seek to protect and assist. Our commitment to the people in our communities and our action plan for our work in this area over the next four years is addressed in the community safety excellence section (see page 22). In addition, the operational training and development of our staff is also considered in the operational excellence section (see page 23).

Our success as an organisation depends on having appropriately skilled and motivated staff who feel valued as individuals, making them more likely to deliver an excellent service. Our People Programme, led by our chief fire officer, considers both internal and external drivers and influencers to set the strategic direction for our workforce development and engagement activities.

Through the review of risk and opportunity we have identified the following areas to further improve in this area:

- Continued work to develop our organisational culture and to enhance staff engagement, including ensuring mechanisms are in place to properly feedback to staff, and facilitating opportunities for colleagues from across different areas of the Service to engage and work with each other more

- Developing and improving the ways in which we support the mental health and wellbeing of our staff
- On-going work to improve the diversity of our workforce, including continuing to build long-term relationships with our diverse communities through our community engagement and positive action programmes
- Expand our programme of development activities to prepare staff for future roles and opportunities, including:
 - Collaborative development programmes with other fire services and partner organisations
 - Building leadership and management skills for the future
 - Exploring the introduction of a shadowing programme to help give greater insight into and understanding of more senior roles
 - Strengthening opportunities for staff to be responsible for their own learning, balanced with growing managers' accountability for facilitating development of their staff.
- Continuing to embed an understanding of the value of quality conversations to enhance personal performance and development
- Strengthening the ways in which we understand our succession planning needs and identify and match an individual's potential to those needs

- Continual review of our recruitment and promotion processes to ensure there are no unnecessary barriers to people joining or progressing their careers within the Service
- Developing our provision of apprenticeship schemes in the Service, offering greater opportunities for formal qualifications which support the careers of existing staff and promote the different professions available within the service to those outside of the Service looking for a career.

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Community Safety Excellence

Our delivery of community safety excellence will focus on the needs of the community. We will ensure our resources are coordinated from a central perspective through three functional groups each overseen by a group commander. Activities will be undertaken and evaluated by staff at a local level.

Through the review of risk and opportunity we have identified the following areas to further improve our community safety delivery:

- Further collaboration with health, social care and other partners to refine ways to identify and reach those most at risk of fire
- Develop our Fire Break programme to support the safety, health and personal development of identified young people
- Explore opportunities to offer early intervention and positively influence children and younger people
- Work with partners and local authorities to support businesses to comply with regulation, and ultimately create safer places to live, work and visit
- Continue to lobby and work with developers and local authorities to increase public safety through the fitting of sprinklers where relevant
- Continue to work with partners from the road and water safety partnerships to reduce the number of people killed or injured on our roads and waterways
- Develop and embed systems to effectively evaluate our activity to keep the community safe
- Bring together expertise from protection, prevention and community resilience to reduce risk to people, places and events.

Operational Excellence

Operational excellence will be delivered through a confident, skilled workforce, equipped to deliver the best possible service to our communities. We will continually review our resources to ensure we are able to competently deal with the range of emergencies we are called to. We will take every opportunity to learn from what we do to provide an even better service in the future.

A review of our risk and opportunities has identified the following areas to further improve our operational response:

- Continue to align operational resources to our risk and demand, understanding our response model options and the number of resources required to achieve them
- Continue to develop the use of our on-call crews to improve our operational service to the public
- Continue to explore and implement improvements to support the working experience for our on-call staff
- Review the structure and resourcing in our combined fire control to ensure the continual provision of a high quality, sustainable control function
- Continue our ongoing work to ensure our emergency vehicles and equipment meet our identified risks
- Continue to align service procedures with national operational guidance in order to improve firefighter safety and our ability to work with other fire services
- Continue to develop our central training facility to support the delivery of risk critical operational training
- Review current arrangement for operational training to ensure they meet the needs of operational staff
- Develop further our assurance across all operational areas to ensure a high level of performance and support the continued development of our staff.

Value for money

Since 2010, we have been delivering financial savings to meet the Government's Comprehensive Spending Review (CSR) financial cuts. We are anticipating further reductions to our government grant over the 2020-2024 IRMP period, although we are unlikely to have clarity on these until 2020. The Authority recognises that ensuring value for money is a major and continuing priority.

Through the review of risk and opportunity we have identified the following areas to further improve our value for money:

- Introduce the replacement national emergency service communication system
- Implement new emergency mobilising technology into our operational service as well as review current systems to deliver enhancements to these
- Collaboration with other blue light services, including a rationalisation and sharing of estates as well as looking for joined up working practices
- Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by automating and improving business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on activities that add greater value
- Ensure technology delivers opportunities for more efficient and effective ways of working, with a particular emphasis on

ensuring our software provides value for money while enabling better mobile working and joint working opportunities

- Review contractual arrangements and spending across all departments to enhance and improve our procurement processes
- Review how we use our resources across the organisation during periods of operational high demand
- Carry out scenario planning for potential future budgetary constraints and new financial burdens.

Our performance measures

In relation to the plans we set out in this document, we will be monitoring and reporting our performance against the following performance measures:

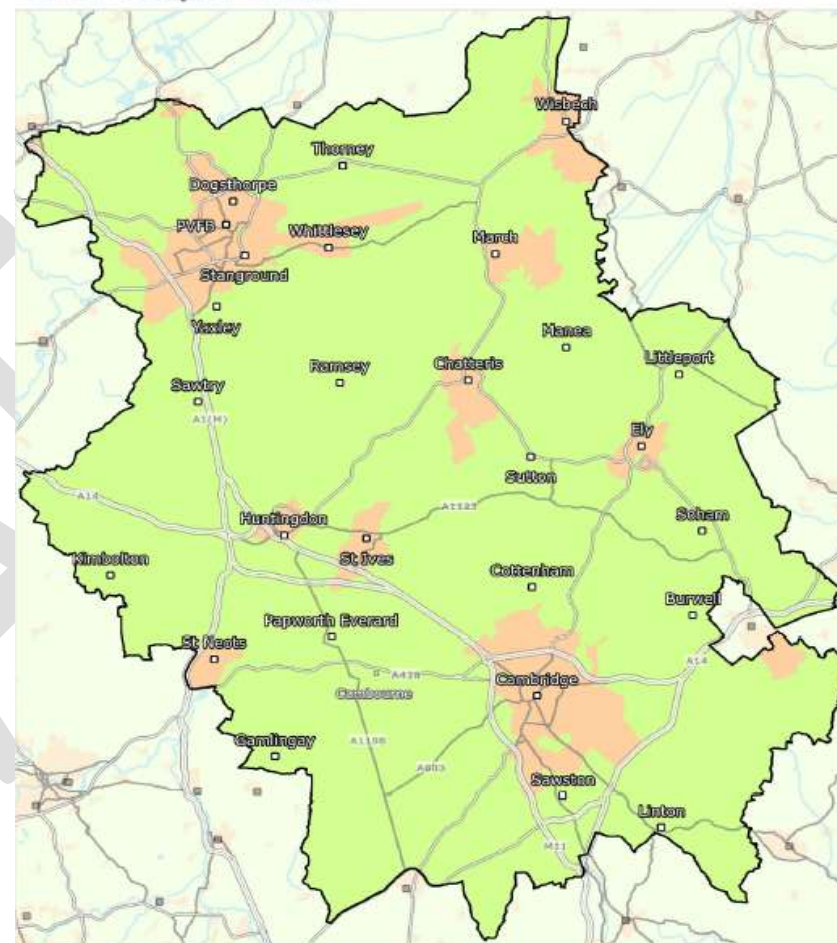
- We will respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas, for the first fire engine in attendance.
- We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance, 95% of the time.

Most serious incidents are defined as fires and rescues from water and road traffic collisions.

For this IRMP, we are also redefining how we classify urban and rural areas to align to the Office of National Statistics definitions based on population density.

The map highlights areas that we would now define as our urban and rural areas. Pink areas are urban and green areas are rural.

ONS Output Areas



We have outlined a number of areas that we are going to focus on through our action plan. To help us deliver against these we will be monitoring the following areas to ensure that we are making effective decisions about the targeting of our resources and activities:

- The number of primary and secondary fires
- The number of associated deaths and injuries from fire
- The number of people killed and seriously injured on our roads
- The number and type of special services that we attend
- The diversity of job applicants and employees.

As well as looking at the numbers of fires, RTC and other incidents, we also look at trends and seek to understand the underlying causes or factors that we are able to influence to reduce numbers.

We will be working to support businesses to ensure compliance with the Fire Safety Order and we will monitor this through:

- The number of non-domestic fires
- The number of business engagements identified through our risk based audit programme.

To ensure that we are delivering value for money for our communities, we will monitor:

- Our collaborations and the benefits that these bring to us, our partners and to our communities
- Savings that we achieve through improving our business practices, both cashable and non-cashable.

Consultation

The purpose of consultation is to understand the effects of a proposal on different stakeholder groups.

There are a number of reasons to consult, including gathering views and preferences, understanding possible unintended consequences and getting views on implementation or perceptions.

We seek to engage in real discussion with those affected by our plans and proposals and with experts to help make informed decisions. Therefore how we consult on proposals will vary depending on the nature of what we are seeking to do. We accept that the traditional method of written consultation is not always the best way of getting those who are affected by a particular issue to provide their thoughts and opinions.

The choice and form of consultation we adopt will depend on the issues under consideration, who needs to be consulted, and the available time and resources. Where a shorter timeframe is appropriate we will provide a clear rationale.

In order to achieve this, we adopt the following principles to our consultations:

- We will undertake a stakeholder impact assessment when considering an initiative and identify those groups affected
- We will design a consultation plan specifically for the proposal, which is proportionate and targeted
- We will make clear the nature of the consultation
- The time frame for consultation will depend on the nature and impact of the proposal, and will enable meaningful engagement.

Previous consultations have included:

- Our response times and the performance measures we set for them
- Perceptions of firefighters being called to medical emergencies (co-responding)
- Firefighting as a career choice for under-represented groups
- Change in wholetime operational shift arrangements (internal consultation).

Appendix A - Glossary

Appliances	The general term used to describe all firefighting vehicles, including the standard fire engine or pumping appliance (<i>see pumping appliances</i>).
Automatic fire alarm (AFA)	An emergency call automatically generated by remote monitoring equipment in non-domestic premises.
Community safety	The range of activities undertaken by the fire service, often in conjunction with partner agencies, to reduce harm to the public.
Day-crewed	A fire station that is crewed by wholetime firefighters in daytime hours and reverts to on-call status at night.
Fire Safety Order (FSO)	The fire safety legislation which the Authority has a duty to enforce.
Safe and Well visit	Visits by firefighters or other trained staff, often including free smoke alarm fitting and other home safety and wellbeing advice. They can be arranged on request, by referral from other agencies or via door-to-door contact.
Primary fire	Fires in buildings, vehicles and outdoor structures, or any fire involving casualties, rescues, or fires attended by five or more appliances.
Pumping appliance	A fire appliance with the capacity to pump water for firefighting.
On-call duty system	Firefighters recruited to be available on-call close to their local fire station for a certain minimum number of hours per week, plus regular training. They carry an alerter to call them to the fire station when an incident happens in their area. They are paid a retainer plus a call-out fee for incidents attended. The on-call service is more widely used in rural areas. Many have other full time employment or a life style that enables them to commit a certain number of hours per week to be on-call.
Roaming pumps (or appliances)	Roaming pumps use wholetime firefighters to cover on-call areas when the on-call fire engine is not available.
Secondary fire	The majority of outdoor fires, including grassland and refuse fires, unless they involve casualties or rescues, property loss or four or less appliances attend.

Similar services

A group of 11 fire and rescue services, similar in size and make up. Our family group is Bedfordshire and Luton, Berkshire, Buckinghamshire, Cambridgeshire, Durham, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Suffolk and West Sussex.

Wholetime

Full-time firefighters.

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Appendix B

Resilience

Local Resilience Forums

The Civil Contingencies Act (2004) requires all category one responders to undertake joint planning, training and exercising to ensure their emergency plans are current, comprehensive and that they will work when an emergency occurs. The Act also requires consultation between category one (blue light services) and category two (utilities and local authorities) responders.

The Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) has been established to ensure the duties under the Act are fulfilled. The Service is represented on the CPLRF at all levels, and chaired by the chief fire officer, ensuring not only that all duties are met but also the CPLRF continues to develop and improve.

The CPLRF has developed a Community Risk Register. Those risks identified as relevant to us and have the highest risk ratings are: influenza type pandemics, fluvial flooding, total loss of electricity transmission network, major contamination of the food chain, emerging infectious disease, space weather and disruption of fuel supplies. These are reviewed regularly. For the most up to date highest rating risks, please see our website [https://www.cambsfire.gov.uk/community-safety/be-prepared-for-an-emergency/cambridgeshire-and-peterborough-local-](https://www.cambsfire.gov.uk/community-safety/be-prepared-for-an-emergency/cambridgeshire-and-peterborough-local-resilience-forum-cplrf/top-risks-for-cambridgeshire-and-peterborough/)

[resilience-forum-cplrf/top-risks-for-cambridgeshire-and-peterborough/](https://www.cambsfire.gov.uk/community-safety/be-prepared-for-an-emergency/cambridgeshire-and-peterborough-local-resilience-forum-cplrf/top-risks-for-cambridgeshire-and-peterborough/).

We have developed contingency plans to deal with all these situations along with the larger risks covered by the Control of Major Hazard (COMAH) regulations, undertaking regular exercises and assessments in preparation for emergencies.

We will continue to take a lead role and support the CPLRF in order to provide the public with the best capability in dealing with an emergency requiring a multi-agency response. The CPLRF is a valuable link in ensuring any learning points arising from incidents or exercises are satisfactorily covered in future planning.

National Resilience

The National Resilience Programme was introduced in 2003 to strengthen the country's ability to handle emergencies and crises. The national resilience assets are owned by the fire and rescue services which host them. Servicing of the vehicles and procurement of equipment for them is managed centrally.

The National Resilience Programme enhances the capability and capacity of the fire and rescue service to respond to a range of incidents as well as a national coordination facility.

The programme delivers:

- Mass decontamination
- Urban search and rescue

- High volume pumping capacity
- Operational logistics and support
- Long term capability management

We operate one specialist vehicle available to the National Resilience Programme and for use within our own county:

- A High Volume Pump

The High Volume Pump (HVP) is crewed by on-call firefighters and is used to pump large quantities of water to an incident, or to move large quantities of water away from an area such as in flood situations. The pump is capable of pumping 7,000 litres of water per minute and comes with three kilometres of high capacity hose which is laid using a specially designed hose-laying unit.

We also jointly manage a second vehicle, which is the Eastern region's Detection, Identification and Monitoring (DIM) vehicle. The DIM vehicle is available for deployment 24/7 for a major incident, involving chemical, biological, radiological and nuclear (CBRN) materials either within or outside the region. This vehicle is operated by Essex Fire and Rescue Service, but the specialist officers who run the equipment come from both Cambridgeshire and Essex fire services.

Other specialist units provided under the National Resilience Programme are available to us through the national co-ordination centre should we need them.

Appendix C

Knowing our Communities

Only by knowing the people that live and work in Cambridgeshire and Peterborough will we be able to provide an appropriate and quality service that meets the needs of the county's different communities. A number of complex characteristics contribute to the risk of being affected by fire or to being able to access services. We have focused on those characteristics protected by the Equality Act 2010 and outline below the areas where there are known inequalities in health, safety and wellbeing outcomes.

Age

Historic incident data shows that those most at risk of dying as a result of fire are older people – particularly those with an additional vulnerability such as disability, mental ill-health or isolation. Of the 14 people who died in accidental house fires over the last five years, nine (64%) were aged over 65. This is an increasing risk as the population of Cambridgeshire and Peterborough is ageing. Census 2011 data shows the number of people aged 65 and over make up 15 per cent of the population, two per cent being 85 and over. The population aged 65 and over in Cambridgeshire is expected to increase by 64.4 per cent between 2012 and 2031, an additional 67,400 people. Our tactical prevention plans already include a focus on this most vulnerable group.

Children and young people are another group potentially at risk from the consequences of accidental fire (through lack of knowledge, maturity or judgement) and deliberate fire-setting (risk taking behaviours or anti-social behaviour). Initiatives to engage and educate them about the danger of fire-setting behaviours through partnership work are already key areas of our prevention work. Inexperienced and younger drivers are also more at risk of being involved in road traffic collisions and again education programmes to address this are in place with the Cambridgeshire and Peterborough Road Safety Partnership.

Disability and Ill-health

People with a long-term health problem or disability make up 16 per cent of the population in Cambridgeshire and Peterborough - slightly lower than the UK as a whole. However, the disability profile varies widely with age and older people are more likely to suffer from dementia as well as other progressive conditions. Mental ill-health can lead to increased risk of fire in the home and the risk of being injured or dying in a fire, particularly for people living in isolation with limited access to care and support or with specific disorders like hoarding behaviours. Our own data shows that of the 14 fatalities as a result of an accidental house fire, at least 50% of the victims had a disability (for 30% it was unknown).

Fenland District has a disproportionately high incidence of mental ill-health, as has the Gypsy, Roma, Travelling community – thought to be the highest minority ethnic group in East Anglia.

This risk is set to increase in the future given the nature of our ageing population. Our work with partners such as Adult Social Care helps identify those in most need of intervention and services like Safe and Well visits and free smoke alarm fitting are targeted at the over 65s. We support staff by offering Dementia Friends sessions to enable them to understand this condition better. Our Olive Branch programme is helping to highlight fire safety issues to carers who refer residents to us for Safe and Well visits. Our data sharing with partners is ensuring we target our prevention work at those with a greater risk from fire. This includes receiving information on residents who have been issued with a hospital bed and are therefore unlikely to be able to escape if a fire was to break out in their home.

Ethnic origins and nationality

Cambridgeshire and Peterborough both have a rich heritage of ethnic and cultural diversity. Understanding new communities as well as building and sustaining relationships with long standing communities is important in providing an effective prevention and response service. The greatest nationality and ethnic diversity is within the cities of Cambridge and Peterborough although rural areas have also seen an increase in Eastern European migrants as additional countries have joined the European Union. Peterborough has a higher proportion of population from the Eastern European accession countries than the national or regional average with 7.7 per cent of the population born in countries joining the European Union between 2001 –11.

Table 1 gives an overview of the ethnic diversity in each district or unitary authority including a breakdown of those who identify

as White (2011 census). Table 2 gives a further break down of Black and minority ethnic populations.

Table 1 Ethnic Diversity

by District

District	Cambridge	East Cambs	Fen	Hunt'shire	South Cambs	P'bo
popu.	(123,867)	(83,818)	(95,262)	(69,508)	(148,755)	(183,631)
% White British	66%	89.7%	90.4%	89.5%	87.3%	70.9%
% Irish	1.4%	0.6%	0.4%	0.7%	0.7%	0.7%
% White other	15.1%	5.9%	6.4%	4.6%	5.3%	10.9%
% Black & minority ethnic	17.6%	3.6%	2.9%	5.3%	6.8%	17.6%

Table 2 Breakdown of

BME Communities

District	Cambridge	East Cambs	Fen	Hunt'shire	South Cambs	P'bo
Mixed/multi ple ethnicity	3.2%	1.4	1.0	1.5	1.8	2.8%
Asian/Asian British	11.1%	1.3	0.8	2.5	3.7	11.7 %
Black/Black British	1.7%	0.5	0.5	1.0	0.8	2.3%
Other ethnic group	1.6%	0.3	0.2	0.3	0.2	0.6%

Focus groups held with BAEM communities in Peterborough and Cambridge in 2018 showed that their understanding of the role and services provided by CFRS is relatively low. This

knowledge is directing our positive action work to engage more effectively with these communities, not only as a potential employer but also as a provider of services like Safe and Well visits, youth intervention and advice and support to businesses.

Gypsies and Travellers remain a significant (although undisclosed) ethnic minority group across the Authority area and within the Eastern region. Across Cambridgeshire, Gypsies and Travellers are estimated to make up one per cent of the population with 58 per cent of these living in caravans and 42 per cent in settled housing.¹ However there is variation across the districts and Fenland has one of the largest Gypsy Traveller populations in the country. Recent research reports have highlighted that members of the Roma community in Peterborough are often housed in inadequate accommodation, adding to the vulnerability of some of this group.

Gypsy, Traveller and Roma children remain highly disadvantaged in terms of educational achievement and there is experience that this community lacks confidence and knowledge about how to access services such as health, social care and other public services. We will continue to raise awareness of the needs of this group with our staff and partners.

Gender

The gender ratio across the county has become more even (49.5 male: 50.5 female). Our own data from the last five years indicates that men are more likely to be injured from fire than

women (63% of casualties were men) although only slightly more likely than women from accidental fires in the home (55%). This varies with age group and circumstances, for example, for all fire injuries, the number of men aged 35-54 injured from fire was significantly higher in proportion (66 men compared to 28 women in the same age category).

In terms of fatalities from fires in the home, the split between men and women is fairly even with eight fatalities being men and six being women.

Men are still more likely to be injured or killed in road traffic collisions. We will continue to monitor the circumstances and characteristics of those injured in fires and other emergencies to identify and respond to altering trends.

Transgender

Research (insert a little 3) indicates that trans people still experience widespread discrimination and transphobia in everyday life and for some this may make them reluctant to access public services – particularly those delivered in the home. Local research (insert a small 4) supports this and recommends “comprehensive gender identity training for all public-facing staff in public services” along with trans policies for workplaces and more up to date and responsive equality monitoring.

Religion and Belief

In Cambridgeshire and Peterborough, Christianity is the most prevalent religious belief (58 per cent) which is consistent with

¹ Cambridgeshire CC - Travellers Joint Strategic Needs Assessment 2010

the national picture (59 per cent). Muslims form nine per cent of Peterborough's population – significantly higher than the national average (4.8 per cent) and that in Cambridge City (four per cent). Nationally the Muslim population is considerably younger than the population in general. National research² shows that Muslims are the most likely of all faith groups to live in deprived localities (46 per cent of Muslim population residing on the 10 per cent most deprived areas).

The faith of our communities is relevant to us where we provide services in people's homes and also in relation to understanding behaviours and observance of faith based traditions. Our role and responsibilities in planning for large scale emergencies also provides an opportunity to engage and foster good relations with faith leaders who may be in a position to support and reassure their faith communities in national or large scale emergencies.

Sexual Orientation

Cambridgeshire has a number of support networks for Lesbian, Gay, Bisexual and Transgender (LGBT) communities and we have partnered with Encompass – an umbrella network - to raise awareness of the needs of these communities. A needs assessment for South Cambridgeshire and Cambridge City (2014)³ has provided the most recent research about this community. The research points to a high incidence of mental ill-health; high incidence of homophobic experiences, particularly in rural areas; perceptions of bi- and homophobia acting as a barrier to accessing services for older people and

the need for gender identity training for all public facing staff in public services.

² A Demographic, Socio-economic, and Health Profile of Muslims in Britain drawing on the 2011 Census.

³ Cambridge City and South Cambridgeshire LGBTQ Needs Assessment April 2014

Integrated Risk Management Plan (IRMP) – Planning Framework

Purpose of Corporate Planning

The purpose of corporate planning is to identify the activities required to move the organisation closer to achieving its vision **of a safe community where there are no preventable deaths or injuries in fires or other emergencies**. There is a requirement to produce an Integrated Risk Management Plan (IRMP) set out in the Fire and Rescue National Framework for England.

Each fire and rescue authority must produce an integrated risk management plan covering at least a three year period and must:

- Reflect up to date risk analysis including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publically available

FRS National Framework 2018

In 2017 the organisation refreshed the way in which it constructs the IRMP, this was to ensure that it is a rounded business plan considering the holistic delivery of our services.

The IRMP underpins the foundations of everything the Service aspires to achieve over the four year term of the plan. By developing a strategic plan, allocating resources and linking this to the Service's Medium Term Financial Strategy it enables us to plan better for the future and meet the challenges that lie ahead.

The Planning process

The planning process is a live and evolving process, starting with the planning meetings where the plans for the next year are ratified. The plans should remain adaptable to reflect the changes in risk and the environment that we operate in.

Vision

The vision is a statement describing what we are ultimately aiming for and as such sets our direction of travel as everything we do is contributing to us achieving our vision. It is therefore the starting point for our corporate planning process.

Our direction of travel is reviewed annually to take account of changing priorities within the Service and a number of external factors including the National Framework, Sustainable Communities Strategies, general consultation and changes to legislation.

Our vision is for a safe community where there are no preventable deaths or injuries in fires or other emergencies.

Excellence Statements

We believe that to achieve our vision we need to strive for **operational** and **community safety excellence**, demonstrate **value for money**, and put **people** – both in the communities we serve and our own staff – and the centre of everything we do.

Therefore, these four areas are our strategic aims and sitting under these are a number of excellence statements to create a richer picture of what we will have achieved when we achieve excellence.



Figure 1 - The Planning Process

Risk and Opportunities

On an annual basis we consider the risks that would impact on our ability to achieve our strategic aims and opportunities that would assist us to achieve them. We consider a holistic organisational risk picture that includes, but is not limited to, community risks, local resilience risks, strategic risks and business delivery risks. Where we consider risks we also look for opportunities.

Community Risk

At a strategic level, the Authority's IRMP prioritises key issues identified through a variety of internal and external intelligence including:

- Specialist modelling software
- Geographic Information Systems (GIS)
- Demographic data
- Historical fire and rescue incident information and trends

The Service also accesses information provided by partner agencies to understand the changing needs of the community such as:

- Joint Strategic Needs Assessment
- Sustainable Growth Strategies

National Risk Register

The National risk register considers risks related to National emergency situations. The Local resilience risk register considers this to formulate a local risk register and therefore formulate mitigation actions.

Local Resilience Risks

The Local Resilience Forum is a multiagency collaborative entity that has a responsibility to plan and prepare for civil contingencies, emergency preparedness, response and recovery to emergency situations. They must keep a Community Risk Register, we consider this as part of our planning process to take account of areas of focus for the next period.

Strategic Risk

The Service identifies high level risks through risk workshops to identify risks. The Service then ensures there is an owner for each risk and an activity to mitigate against risk. This is documented through a well established strategic risk register. (Further information is available in the Strategic Risk Management Plan DM#33881)

Business Delivery Risk

Risks that impact on the day to day delivery of the Service are captured and recorded in the Business Delivery Risk Register. This risk register is reviewed quarterly by Heads of Group. The information held here is considered, to identify risk themes and areas of specific concern. This information is reviewed to ensure that themes impacting upon the Service are considered as part of the planning process.

Opportunities

As part of the risk management process we also identify opportunities for the service, we consider the probability of these being realised and the benefit that they would deliver to us. Opportunities are documented in the strategic risk and opportunity register.

Mitigation actions and/or realisation plans (Planning)

Those risks that are seen to be high or very high or those that we feel may develop are highlighted and the mitigation actions are reviewed and considered. Likewise for the opportunities that are seen to be achievable with a level of benefit to the Service are also reviewed to ensure the realisation strategies are appropriate.

Having understood the challenges we are facing the Service identifies mitigations or realisation plans, these are then prioritised. The mitigation plans and opportunity realisation plans are then taken to form the action plan for the Service. These will form the high-level activities in the IRMP. These are broken down in more detail to provide a year by year, prioritised plan for the Service to work to, whilst the IRMP looks at a broader 3-5 year period.

Action plan

From the work detailed above, the Service can identify the key actions for the IRMP and break these down in to year by year action plan to move closer to achieving its strategic aims.

The makeup of our community doesn't change dramatically year on year, neither does the risk that our community faces. For this reason the management strategy the organisation employs doesn't change. We will refresh the IRMP every three – five years to ensure it continues to meet the needs of the community.

The technology, resources and good practice at our disposal however do change more quickly, as do the challenges the organisation faces. To take account of this we will review the direction of travel, risks and opportunities and refresh our priorities each year.

The Service has one central action plan that highlights the core actions, each action has a measure associated with it so we are able to measure and understand when it is complete. Each high level action is then broken down in to a four year plan with all groups able to add where they are contributing. The delivery of these action plans will be monitored by the four delivery groups and report progress on a quarterly basis to the Chief Officers Advisory Board (COAG).

Monitor delivery and review risk

Once our plans and activities are determined, some are classed as projects to provide auditable governance around the implementation process and these are delivered under the Business Development Programme. Other priorities will be delivered and monitored under the four delivery areas People, Operational Excellence, Community Safety Excellence and Value for Money. These delivery areas are monitored and reported on each quarter with an overview report going back to the quarterly COAG meetings.

Quarterly reviews of the IRMP will be undertaken by COAG. They will consider the status of the work in delivery and its impact up on the risks and opportunities to the Service. These reviews will also consider if there are new or emerging risks or opportunities that impact on our plans and priorities. As our environment can change, so too can plans and therefore if it is felt that a risk or opportunity not previously considered requires attention this may prompt a review and refresh of the service's plans and activities.

What goes in to the Business Delivery Programme?

We have in place a project governance structure specifically designed to monitor and control the delivery of projects. If work is defined as a project it will be delivered and control under this governance structure to ensure successful delivery of the required outputs and outcomes.

Definition of a Project

A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent, or semi-permanent functional activities to produce products or services.

Group plans

Each group contribution to the Services overarching actions is detailed in the action plan. Business as usual activities do not need to be captured on the group plan but should a group have additional capacity, above its contributions to the Service action plan and business as usual activities, additional activities should be detailed in the group plan section, this is to allow for greater visibility and oversight. Activities listed here should be in mitigation to a risk or in the pursuit of an opportunity, which must be detailed in the plan. COAG may challenge activities listed here and may discuss with the owning group the refocusing of resources on to other priority activities.

Personal performance and development reports

When setting objectives for individuals within the group, there should be a link back to the activities in the action plan and group plans. This should form the mechanism for heads of group to monitor performance against the deliverables.

Documentation

Risk registers

There are several documents consulted in the preparation of the risk review, they include but are not limited to:

- Strategic risk register
- Business delivery risk register
- National risk register
- Local resilience risk register
- Community risk profile
- Historical performance information

Risk preparation documentation

This is a summary document that looks at each strategic aim, the risks and opportunities that are relevant to the areas and the response and mitigation plans attached to these.

IRMP

This document identifies the significant risk to the community and organisational delivery and how we are responding to that risk.

Annual Report & Statement of Assurance

The Fire and Rescue National Framework for England 2018 requires each Fire Authority to provide an annual statement of assurance. The document will also provide a report on how we are performing against the targets set out in the IRMP.

Action plan

The action plan details the actions of the IRMP, the measures of success and a break-down of the core actions in to sub actions with each groups contributions listed. This is the central action plan for the Service over the 4 year period.

Agenda Item: 7

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

DATE: 17 October 2019

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019/20

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on revenue and capital spending as at 30 September 2019.

2. Recommendation

- 2.1 The Policy and Resources 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 2019/20 was approved at the Fire Authority meeting held in February 2019. The total budget was set at £29.505m with a total precept of £20.088m.
- 4.2 At its meeting in July 2018 the Policy and Resources Committee approved a revenue carry forward of £2.074m. The carry forward included grant income of £0.879m. The carry forward reduced by £26k as a result of an invoice being incorrectly included on the original carry forward request. This was removed leaving a revised revenue budget for the current financial year of £31.543m.
- 4.3 A budgetary control summary showing the main variations to the end of September 2019 is attached at Appendix 1.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters is being monitored closely this financial year owing to the significant number of leavers and new starters. The Service, after approval from the Policy and Resources Committee in 26th July 2018, created an operational reserve of £975k to ensure crewing levels can be maintained until the current period of high turnover comes to an expected conclusion at the end of 2021. The Service recruited 20 new full-time firefighters in September 2018, with an additional 8 new firefighters starting on 1 September 2019. These are currently going through the operational training programme at the Fire Service College. The financial impact of these new recruits will be an overspend on the full-time firefighter budget at year-end, when a draw down from the operational reserve will be made.
- 5.2 The professional support employee budgets are showing an overall underspend at present. This is owing to staff turnover. The overspend against the Senior Officer's pay relates to the Assistant Chief Fire Officer's secondment to Essex Fire and Rescue. The income which offsets this cost is included within the other income line. This line is showing a significant increase to date for the year.
- 5.3 Fire Allowances is expenditure relating to our flexible duty officers who provide operational officer cover and response. At present, we are running above budgeted levels owing to sickness and shadowing arrangements whilst they are assessed for competency. This overspend will also be charged to the operational reserve at year end.
- 5.4 The premises budget is currently underspent by £67k. There is a small cost pressure against rent and rates resulting from a change in the rateable value of Chatteris Fire Station. We are going through a process of challenging all of our rateable values with the hope that some will be appropriately reduced. The overall budget for Property is expected to balance at year end.
- 5.5 The supplies and services budget is showing an underspend of £597k. This underspend largely relates to IT and communication equipment, where contractual payments are not running in accordance with the anticipated spending forecast to date this year.
- 5.6 To the end of September, there was a small underspending against the operational fire budget.

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	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	2,335	478	2,813	2,303
Land & Buildings	6.3	1,210	430	1,640	1,077
Equipment	6.4	292	30	322	106
IT and Communications	6.5	350	331	681	47
		4,187	1,269	5,456	3,533
Financing		0			
Capital Receipts		-262	0	-262	0
Loan		-2,088	0	-2,088	0
Grants		0	0	0	0
Capital Grants Reserve		0	0	0	0
Application of Capital Reserve		-881	0	-881	-1,308
Revenue Contribution		-956	-1,269	-2,225	-2,225
		-4,187	-1,269	-5,456	-3,533

- 6.2 This budget covers the purchase of operational and non operational vehicles. The adjustment relates largely to carried forward funding relating to there being a supplier delay in accepting orders for new vehicles. The major area of expenditure within the vehicles budget will be the purchase of two aerial appliances.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided to enhance the training facilities for Wisbech and St Neots. Further improvements and enhancements to Wisbech and St Neots have been identified as a result of condition surveys undertaken as part of the collaboration work with the Police. Wisbech Fire Station will be prioritised to ensure it is also suitable to accommodate the revised day crewing shift arrangements. Formal quotations are being sought with regard to these works and the Committee may be asked to approve a drawdown from the reserve to fund in advance of next years' capital programme.
- 6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.

- 6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last year's budget to fund the upgrade to our Wide Area Network and Wi-fi coverage across the Service.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Final Revenue and Capital Budget Position 2017/18 and Treasury Management Statement Policy and Resources Committee – June 2018	Hinchingbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Appendix 1

Category Desc	Para Ref	Revised Budget	Budget To Date	Actual To Date	Variance	Var %age
Full Time Firefighters	5.1	£ 12,602,140	£ 6,302,763	£ 6,325,885	£ 23,122	0%
Control Room Staff		£ 1,548,880	£ 770,411	£ 788,677	£ 18,266	2%
Local Govt. Employees	5.2	£ 3,589,840	£ 1,960,540	£ 1,886,265	-£ 74,275	-4%
Senior Management (Hay)	5.2	£ 2,987,911	£ 1,493,965	£ 1,556,195	£ 62,230	4%
Recruitment & Training		£ 640,445	£ 334,197	£ 187,620	-£ 146,577	-44%
Fire Allowances	5.3	£ 486,870	£ 223,806	£ 275,618	£ 51,812	23%
EMPLOYEE COSTS		£ 21,856,086	£ 11,085,682	£ 11,020,260	-£ 65,422	-1%
Property Maintenance		£ 363,848	£ 187,672	£ 165,432	-£ 22,240	-12%
Insurance		£ 201,740	£ 117,615	£ 112,275	-£ 5,340	-5%
Energy Costs		£ 305,410	£ 147,633	£ 114,540	-£ 33,093	-22%
Cleaning		£ 159,581	£ 72,485	£ 56,431	-£ 16,054	-22%
Rents & Rates		£ 688,730	£ 688,730	£ 698,329	£ 9,599	1%
PREMISES	5.4	£ 1,719,309	£ 1,214,135	£ 1,147,007	-£ 67,128	-6%
Car & Cycle Allowances		£ 69,110	£ 34,543	£ 44,627	£ 10,084	29%
Vehicle Running Expenses		£ 289,511	£ 145,277	£ 78,428	-£ 66,849	-46%
Vehicle Insurance		£ 158,370	£ 89,642	£ 82,195	-£ 7,447	-8%
TRANSPORT AND MOVEABLE PLANT		£ 516,991	£ 269,462	£ 205,251	-£ 64,211	-24%
Office Expenses		£ 351,236	£ 175,995	£ 122,916	-£ 53,079	-30%
IT & Communications Equip.		£ 2,316,395	£ 1,614,153	£ 1,215,304	-£ 398,849	-25%
Fire Equipment		£ 328,811	£ 157,824	£ 107,056	-£ 50,768	-32%
Uniforms & Clothing		£ 535,180	£ 341,554	£ 291,629	-£ 49,925	-15%
Other Supplies & Services		£ 1,226,130	£ 622,317	£ 578,165	-£ 44,152	-7%
SUPPLIES AND SERVICES	5.5	£ 4,757,752	£ 2,911,843	£ 2,315,069	-£ 596,774	-20%
CONTROLLABLE EXPENDITURE		£ 28,850,138	£ 15,481,122	£ 14,687,587	-£ 793,535	-5%
Other Income		-£ 1,325,283	-£ 410,707	-£ 653,950	-£ 243,243	-59%
Other Government Grants		-£ 1,804,548	-£ 1,533,548	-£ 1,533,548	£ 0	0%
CONTROLLABLE INCOME		-£ 3,129,831	-£ 1,944,255	-£ 2,187,498	-£ 243,243	13%
NET CONTROLLABLE EXPENDITURE		£ 25,720,307	£ 13,536,867	£ 12,500,089	-£ 1,036,778	-4%
Debt Charges		£ 2,140,316	£ 75,226	£ 54,467	-£ 20,759	-28%
External Interest		-£ 90,000	-£ 14,697	-£ 34,622	-£ 19,925	-136%
CAPITAL FINANCING		£ 2,050,316	£ 60,529	£ 19,845	-£ 40,684	-67%
Pensions - Lump Sums		£ 632,940	£ 316,470	£ 307,386	-£ 9,084	-3%
Operational Fire Budget	5.6	£ 3,139,433	£ 1,548,035	£ 1,404,187	-£ 143,848	-9%
SAFETY-NETTED EXPENDITURE		£ 3,772,373	£ 1,864,505	£ 1,711,573	-£ 152,932	-8%
NET EXPENDITURE		£ 31,542,996	£ 15,461,901	£ 14,231,506	-£ 1,230,394	-5%
Grant/Precept Income		-£ 29,167,910	-£ 15,007,137	-£ 15,408,428	-£ 401,291	-3%
Carry Forwards		-£ 2,375,086	-£ 2,375,086	-£ 2,375,086	£ 0	0%
CONTRIBUTIONS		-£ 31,542,996	-£ 17,382,223	-£ 17,783,514	-£ 401,291	-2%

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

PRESENTING OFFICER(S): Service Transformation Manager – Tamsin Mirfin

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DATE: 17 October 2019

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at September 2019, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report and the risk distribution (Appendix 1).

3. Risk Assessment

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

4. Background

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

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

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 Cyber attacks has moved again to being one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats.
- 5.3 Emergency Services Mobile Communication Project (ESMCP) remains in our very high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.4 We have two risks sitting at high and very high around our current central training facilities; the aging facilities impact and limit the training that we are able to do and the delays in decision making are impacting on our abilities to mitigate these risks and therefore the provision of training to our staff.

- 5.5 The very high risks the reliance on, On-Call staff and our abilities to recruit and retain these staff.
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we have seen the first of these risks reduce with the others expected to follow as the action plan continues to drive activity over the coming months.
- 5.7 Brexit remains a risk to the Service; we have been working closely with our links with Government and the National Fire Chiefs Council (NFCC) to establish, and where possible test, various controls.
- 5.8 Community safety activities have been progressing to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries. Our other risks in this area are around our effective evaluation of our activities to ensure we are effectively targeting our resources and achieving our objectives. Work is in progress to develop and implement an evaluation framework to be utilised to mitigate this.
- 5.9 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). A joint regional approach to introduce the NOGs is working well and has reduced the resource impact to the Service. We have dedicated a resource to the regional programme of work, which we are now leading on, and this is proving to be a successful delivery model.
- 5.10 As an organisation we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk. For our core and high risk systems, we have just successfully completed a tender process to replace this system and implementation of this will be starting shortly, this will assist in the reduction of this risk.

6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. Mar 2019 passed with a "Good". Expect next audit within a year		1. 31/03/2020		1 John Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it	Simon Newton	Service Delivery	20	5

	could mean we are not able to train in some capabilities				
Mitigation activities		Target completion		Owner	
1. Look at alternative ways to upgrade the facilities. 2. Arrangements put in place with Northampton for Hot fire Training. Reviewed gaps but no other provider required at this time. 3. Run 6 (2day) live scenario days at FS College (30 people each 2 days) to support operational competencies & give access to better facilities.		1. 30/09/19 2. 30/06/19 3. 31/12/19		1. M. Warren 2. J. Sherrington 3. S Newton	
Comments					
The risk has been increased and now sits as a very high risk. Work is ongoing to consider the options available to the service to resolve this.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as Emergency Services Network will be via a commercial bearer which may result in a potential loss of service	Jon Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Network testing to be undertaken with Cambridgeshire Police		1. Dec 2020		1. J. Barlow	
Comments					
This is a risk identified from the National project (Emergency Services Mobile Communication Programme), we have representation on the regional Project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. WE will also be working closely with our blue light partners on coverage testing and share learning.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R174	There is a risk of on call staff leaving the service, which may have an impact on fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	Jon Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Introduction of Phased response 2. Introduction of daytime contracts 3. Increased training places for On Call Recruits		1. Sep 2019 2. Sep 2019 3. Dec 2019		1. S Hedger 2. K Bowden 3. C Parker	
Comments					
We continue to work in this area to recruit and retain on call staff, recent developments have been the utilisation of on call standbys, which has been in place for 18 months and proving effective in supporting retention on call. The strategic reserve policy now agreed at ENCC and letter of approval issued.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R184	There is a risk that the delays in resolving our governance may begin to impact on our ability to progress future service training improvements in a timely fashion, impacting on the training competency of our staff leading to an increase risk of accidents, injury and death.	Chris Strickland	Service Delivery	20	10
Mitigation activities		Target completion		Owner	
1. Service needs to be ready with options that can be progressed as soon as possible once a decision is made.		1. End Nov 2019		1. C. Strickland	
Comments					
This is a new risk this period					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. John Barlow/M Warren 2. M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resources plans and the skillsets we had in place to manage this, resource plans will need to be kept under review.		1. Ongoing		1. T Mirfin/M Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We are now anticipating the full business case to be delivered in the New year this will detail release dates and costs of technology, it is hoped. Engagement and monitoring of the situation is ongoing.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by the HMICFRS.	Sam Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Re-run Have a Go days (W/T completed, On Call progressing) 2. Review Maternity support. 3. Reviewing impact of Positive Action officers on W/T recruitment, once application window closes.		1. 31 Mar 2020 2. 31 Mar 2020 3. 31 Mar 2020		1. H. Douglas 2. S. Smith and T. Mirfin 3. L. Boucher	
Comments					
Work is ongoing and progressing in this area, we have already run have a go days, utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements. We have delivered menopause awareness training and reviewed our maternity package and improvements have been made.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types, operational competence is not sustained, especially on stations with low call demand.	Simon Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	

1. Review/evaluate the multi operational training to develop core competencies quarterly programme. 2. Renegotiation of Training Centre instructor hours of availability to ensure it meets operational/personal needs. Review training model to ensure Training Centre is providing the best training for operational staff.	1.Dec 2019 2.Jul 2020	1. J. Sherrington 2. C Parker
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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.	Jon Anderson	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Look to improve attractiveness of roles through use of more flexible employment terms. 2. On call review project to look at the Service as a whole		1. Ongoing 2. 31/12/19		1. K. Bowden 2. K. Bowden	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improved the recruitment process through STEP. Day Crewing negotiations have taken place, with a trial in place for 2 years					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R155	There is a risk that we do not measure the impact of our community safety activities meaning that we cannot demonstrate the value for money or the public value that we are delivering.	Paul Clarke	Service Delivery	16	4
Mitigation activities		Target completion		Owner	
1. Looking to build an evaluation framework 2. Engagement of University Placements to provide feedback on the current delivery model for Community Safety 3. Create customer conversations - Post fire engagement with those who have had a fire to understand causation factors/measure of response to indicate direction of future work.		1. Dec 2019 2. Dec 2020 3. Dec 2020		1. P. Clarke 2. P. Clarke 3. P. Clarke	
Comments					
Work is ongoing to reduce this risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	Ryan Stacey	Programme	12	12
Mitigation activities		Target completion		Owner	

1. Awaiting any related recommendations from Grenfell Public Enquiry	1. 31/12/2019	1. D. Lynch
Comments		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. Risk based inspection programme in place. Working with local authorities to raise awareness of the proposed developments throughout the county. Utilising operational crews to increase capacity with visits to business premises. Introduced 2 Roaming Pumps to undertake additional Community Safety activity		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R127	There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities.	Chris Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Establish a forum to look at the potential for it to happen - Some focus to be given to support staff how do we replace the skill sets before the skill sets leave. 2. Keeping a close eye on peoples future plans as any advanced warnings will help. 3. Look at ways to identify potential and develop individuals to progress within the service. 4. Implementation of Career management processes to look at how we can continue to develop leaders of the future and continue to motivate.		1. Ongoing 2. Ongoing 3. Mar 2020 4. Mar 2020		1. M. Warren 2. HoGs 3. S. Smith 4. IRMP team	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. Succession planning processes are in place and is monitored on an ongoing basis Single points of failure document is in place and is monitored on a 6 monthly basis by the IRMP team					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resources levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Inform members of potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions 3. Need to put plans in place for how we will manage impacts on our revenue budget planning being conducted as part of IRMP 2020-24 4. Review the draft IRMP to ensure that our resources are prioritised and we are clear on our realistic expectations within our resource constraints.		1. Fallback 2.Ongoing 3. Dec 2020 4. Dec 2020		1. C. Strickland 2. T.Mirfin 3. M. Warren 4. C. Strickland	
Comments					
Service has in place an annual planning process aligned to the IRMP that ensures all activities are linked to the achievement of the Service vision. Programme planning conflicts are taken to COAG to priorities projects and communicated this through the IRMP action plan to enable staff to focus on key activities.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge, this could impact upon the Services ability to recruit to the On-call service in these areas. In addition, due to an ageing population there is a risk that the demand for the Service will increase.	Simon Newton	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Continually working with the On Call Provision to look at increased flexibility in ways of working to meet needs. 2. Using existing operational resources in flexible ways. 3. Constantly review risks to understand where high risk vulnerable risks are located. 4. Identified within current IRMP.		Sep 2020		S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R010	There is a risk that due to a potential lack of controls around the application of legislations for example, health and safety/ asbestos exposure/legionella, which may lead to breaches with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Jon Anderson	Health and Safety	12	4
Mitigation activities		Target completion		Owner	
1. BSI OHSAS 18001:2007 to be reaccredited on a rolling 3 yearly cycle by external specialist auditors 2. Implement action plan following mini PEEL review		1. Apr 2020 2. Dec 2019		1. H&S team 2. Chris Parker	
Comments					
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is progressing on the mitigations for this risk and this has been reflected in the risk score which has reduced from 16 to 12.					

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.	Jon Anderson	Health and Safety	10	10

Mitigation activities	Target completion	Owner
1. Training and assessments of competency levels available via ILearn - further work required to develop these.	1. 31/12/19	1. H&S team
Comments		
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.		

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Ryan Stacey	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Acting on the outcomes from the Community Safety Review		1. 31/12/2019		1. P Clarke / P Middleton / D Lynch	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis. Work has been completed and has seen this risk reduce from a Very High to a High.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorate suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position	Matthew Warren	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. One of the key system which is the most critical system, has just completed a full tender process with a new contract to be awarded. Anticipated deployment of a new system in 12 months		Sep 2020		1. M. Warren	
Comments					
As the project progresses this risk score will be kept under review.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, Maternity Leave and resignations we may not be able to deliver adequate call handling and	Simon Newton	Service Delivery	15	10

	mobilisation services, leading to a reduction in the level of service.				
Mitigation activities		Target completion		Owner	
1. Training and Development of Managers in Control 2. Review structure of Control function to ensure it is resilient & meets the needs of personnel 3. Currently looking to improve resilience across the Control function by enhancing 1 role within the Day Watch & providing more resilience across the Station Command Group		1. Mar 2020 2. April 2020 3. April 2020		1. G. Coop 2. S Newton 3. S. Newton	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R145	There is a risk that the final arrangements for Brexit may affect certain aspects of Service Delivery	Matthew Warren	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Monitoring information as it emerges and reviews of the risk information released is ongoing within the service.		1. Dec 2019		1. Per Middleton	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R165	There is a risk that with Brexit there will be delays to imports and exports leading to lack of supplies in service while we await deliveries.	Wayne Swales	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Procurement leads working with all HofG's for lead in times. TS created spreadsheet to monitor		Oct 2019		1. W. Swales / T. Stradling	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the Wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Jon Anderson	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Conducting staff engagement surveys		1. Ongoing		1. H Douglas	
Comments					

Work is progressing to reduce this risk, new mitigations are in place and this has seen the risk score reduce from 16 to 12. Raising awareness via Managers Seminars and COAG, IRMP team owned workstream to communicate and plan activities to address risk, career management work stream in place, review of assessment process completed and revised processes are in place, A Review of development plans has been conducted and a development advisory board in place

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R091	There is a risk that due to difficulties in the joint administration of the ICT shared Service, it may need to be re-in sourced causing a budgetary increase and loss of resilience	Matthew Warren	Finance	12	4
Mitigation activities		Target completion		Owner	
1. Review collaborative structure of the shared service 2. Reviewing ICT Shared Service governance		1. Jun 2020 2. Jun 2020		1. M. Warren	
Comments					
Work is ongoing to reduce this risk. Reviewed the existing Shared Service structure to check it has capacity to meet the requirements, and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues - 5 year agreement in place					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R157	There is a risk that our crews do not have the right skills and knowledge to deliver quality and consistent Community Fire safety or Safe and well activities meaning that we are not realising the full benefits from these activities.	Kevin Napier	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Delivery of maintenance training to operational crews 2. Evaluation of delivered training to access impact on risk		1. 31/03/2020 2. 31/03/2020		1. Kevin Napier 2. Kevin Napier	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance (NOGs) policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter	Chris Parker	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. 2 year action plan for H&S (DMS481250) to be implemented		1. Dec 2019		1. W Swales	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Team established to review the NOGs as released to determine required actions. Audit completed by the National Operation Assurance Group. Taken the lead of the regional collaboration group looking at NOGs, which is now established. Internal					

Operational Assurance plan and strategy in place to sample performance against NOGs. Exercises scheduled to test NOGs. Reviewed operational risk. HMICFRS have also reviewed of Operation Risk

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

GLOSSARY

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

BIBLIOGRAPHY

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

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R149 - Grenfell High Rise risk R163 - Migrating from Airwave	R140 - Operational Competency levels R144 - Control Resourcing	R093 - ESMCP sustainability (Issue) R094 - Cyber attacks R158 - Ageing Training Centre R164 - ESMCP ESN resilience R178 - On Call Retention R184 - Training facilities	
	High	4	R003 - Unable to respond to Government initiatives R148 - HMICFRS Actions and focus	R009 - Lack of awareness of legislation R046 - Skill sets to deliver Programme R072 - Investment required in ICT and insufficient capacity to deliver R146 - Mis-mobilisation R185 - Growth in county	P091 - ICT Shared Service Joint administration R118 - Growth in the County R137 - Succession planning - Leadership & Management Skills R010 - Lack of Controls around H&S Legislation+F3 R165 - Brexit - Supplier deliveries R145 - Brexit	R075 - Sustainability of On-call model R113 - Changing incidents impact to competence R141 - System support R117- Aging population R155 - Evaluation of our activities R161 - workforce diversity	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP
	Medium	3	R013 - Do not articulate clear plans for long term vision R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation. R088 - Horizon scanning for Government initiatives	R111- Changing profile of the wholetime Service R007 - Insufficient funding for the new demands of Government R112 - On Call daytime availability R170 - Brexit - Public disorder R177 - Data breaches	R027 - National union discussion lead to disputes R008 - Insufficient funding for the current Service R153 - Climate change changes incident types R160 - Equal pay audit R167 - Brexit fuel shortages R174 - Brexit companies stockpiling chemicals R132 - Major incident impacts normal service delivery R142 - Support to Addenbrookes hospital R156 - Reporting of major incidents R175 - ICT Shared Service pay awards R176 - Recycling premises	R127 - Succession planning R032 - Lack of resources make goals unachievable R157 - Delivering Community Fire Safety R180 - Decrease in working age population	
	Low	2		R087 - Available operational resources uncoordinated	R083 - National power supplies	R001 - Reliance on key staff, core services	
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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DATE: 17 October 2019

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update against the projects for 2019/20.

2. Recommendation

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

3. Risk Assessment

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

4. Background

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

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

5. Progress Report on Corporate Projects 2019/20

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

BIBLIOGRAPHY

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

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: NA Completion Date: Contract Award Oct 2019 Overall status: Green		Evaluations completed Intention to Award notification letters circulated End of Standstill period 10/09/19 Contract to be finalised & communications to be circulated at Award of Contract. Work continuing on Secondary Control work package – finalising requirements	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	TBC following contract award
P073 Asset Management Software Project Sponsor: Matthew Warren PM: Stuart Grey Lead Member: NA Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec 18 Stage 5 ICT/Health & Safety Mar 2019 – Sep 2019 Property Sep 2019. Overall Status: Green	As a result of the audit carried out by external auditors in Jan/Feb there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource. Head of Operational Support Group aware and dealing with. Operational System ownership being resolved by Head of Operational Support Group. Awaiting periodicity and last completed data for Property assets and checks.	ICT data input into the system and awaiting testing and validation by ICT team. Upgrade of software for the system currently being tested ready for implementation. Upgrade contains some changes & additional functionality. Property technician issued with tablet and training being planned. Property data structure designed and input into the system.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:84

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Project	Issues	Successes	Project Performance	
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Jon Anderson CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC Status: Red ESMCP cont.	<p>Full Business Case from the Home Office not expected to receive approval until Q4 2019.</p> <p>Information provided to Programme is on 'best endeavours and in principle' basis given the absence of accurate detail i.e. no indication of costs.</p>	<p>Critical Operational Locations determined in advance of coverage testing. Working in collaboration with the Police. Cambridgeshire Police will be lead Authority – established liaison.</p> <p>Preparatory work continues within region.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on existing solution.
			Controls	Absence of accurate details
P109 VDI Upgrade Shared Service Project PM: Sarah Newton Project Sponsor: Matthew Warren Completion: Dec-2018-May 2019-Aug 2019 Status: Green	<p>Project on track for CFRS but this is a Joint project with Bedfordshire. End project report to be completed & the Bedfordshire work will be identified as outstanding work within this report.</p>	<p>This project is now complete for Cambridgeshire.</p> <p>The XenDesktop Windows 10/Office 2016 desktop environment has been rolled out to all staff, which has alleviated the performance issues experienced in the Windows 7 image. The old VDI environment has been decommissioned & is no longer available.</p>	Timescales	Still unknown
			Board	
			Team	
			Budget	
			Risk	
			Controls	
P088 On Call Board Stage 2 PM: Karl Bowden Project Sponsor: Riek Hylton-Jon Anderson	<p>Phased response Agreed</p> <p>Issue at Sutton – Mobilising equipment at Sutton had been removed. All relevant</p>	<p>Phase Response – Agreed with Rep Bodies. Going Live in September.</p> <p>Alternative Appliances The Alternative Appliances have</p>	Timescales	
			Board	
			Team	
			Budget	

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Project	Issues	Successes	Project Performance	
Lead Member: Cllr Reynolds Completion Date: Stage 1 Feb 16 Complete Stage 2: May 31st 2016 Complete Stage 3: Alternative Appliances Jan 2018 Jan 2019 Alternative Crewing On Call standby's March 2017 Complete Alternative Crewing W/T Secondary Contracts June 2018 Complete Phased Response April 2019- 31/10/19 Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete Crewing – Feasibility Study June 2019 Complete Status: Green	equipment now installed, tested & working. Spare set of equipment now available.	now been placed at the relevant stations and are 'on the run'. Will be monitored for 12 months Sutton Trial The Sutton Trial is now closed as Sutton crewing levels have increased and they have received an Alternative Appliance. 13.5m Ladders and Crewing of less than 4 Feasibility Reports completed – Ongoing discussions with Unions.	Risk	
			Controls	
			Timescales	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: NA	A number of delays are being experienced from 3 rd party suppliers in delivery of the new fibre links. This has been escalated by our supplier who are managing the changes.	Work is continuing to upgrade all sites to fibre connectivity and to migrate away from the CPSN core. Despite the delays this is still on track to complete by Dec.	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Project	Issues	Successes	Project Performance	
Contract Award Completion date: June 2019 (via VEAT Notice May 2017) Dec 2019 Overall status: Green			Timescales	.
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren / Z Evans PM: Sarah Newton Completion Date: Sept 2018-April 2019-Nov 2019 Project Status : Green	The Board decision on a replacement plan for station and desk telephones is still pending.	Skype for Business is now available to all staff via XenDesktop and on laptops. This allows staff to: <ul style="list-style-type: none"> • use Instant Messaging • see presence information • schedule and take part in Skype meetings • make Skype calls Some more training and communications are planned to promote the use of Skype. Large Skype compatible conference speakers are available in Conference rooms 1 & 2, smaller speakers are available to borrow from BSG. Headsets are available on request.	Board	
			Budget	
			Team	
			Risk	
			Controls	
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith	No Issues	The agreement is now live (as of 1st July) and will run as a trial until 31st December 2021. All 3 stations are working to this. Currently have personnel who	Timescales	Timescales showing as Amber as pending decision on what CFRS do with regard to telephones.
			Board	
			Team	.
			Budget	
			Risk	

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Project	Issues	Successes	Project Performance	
Completion date: Negotiations/Sign collective agreement Oct 2018 Implementation – Start of Trial Jan 2019 April 2019 – May 2019 July 2019 to end of Dec 2021 Status: Amber		want to move to these stations now the shift system is live. Operational Balancing Boards will make these moves as and when they are required. 20% contracts will be looked at when the agreement is signed.	Controls	Work to be undertaken with other Groups to comply with new agreement
			Timescales	Timescales slipped
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart Grey Completion date: First phase Contract signed 31/05/18 Status: Amber - In planning	Awaiting outcome of Judicial Review		Board	Not yet formed
			Team	Not yet formed
			Budget	Awaiting Planning decision
			Risk	Full risk review undertaken
			Controls	Board and Team not formed
			Timescales	Awaiting Planning decision
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey	Awaiting outcome of Judicial review.	None this period	Board	
			Team	
			Budget	TBC
			Risk	

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Project	Issues	Successes	Project Performance	
Completion date: TBD Status: Amber - In Planning			Controls	
			Timescales	Need to understand feasibility & costings. Result of Judicial review may impact.
P118 Fireground Radios (to include BA radios) Project Sponsor: Ryan Stacey Project Manager: Ed Miller Completion Date: Stage 1 & 2 October 2019 Status: In Planning	Digital radio testing to take place, radios on loan for just 1 month. Dates planned and in calendars.	<p>Complete testing of current analogue radio equipment has provided a solid foundation of what we should expect from our current equipment versus what has previously been reported via RM14 process.</p> <p>Loaned digital equipment from HERTS FRS to compare and manage expectations of Digital versus Analogue before making recommendations.</p> <p>Information gathered from Neighbouring brigades on current equipment used.</p> <p>Maintaining contact with London Fire Brigade procurement team in relation to potential collaboration purchase.</p>	Board	In place
			Team	In place
			Budget	Budget not known as of yet
			Risk	Risks & control measures have been calculated
			Controls	

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Project	Issues	Successes	Project Performance	
P118 Fireground Radios cont...		Complete mitigation cannot be guaranteed, although previous high risk of running out of spares for BA radio has been significantly reduced by identifying a local reseller that can provide the required radios Project sponsor change.	Timescales	.

Type 2 Projects

Project	Issues	Successes	Project Performance	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: Simon Newton PM: John Sherrington Lead Member: NA Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Q4 2018-Jan 2019 Stage 3: Specialist roles Completion April 2019 Stage 3 Phase 2 CFC and Professional Support Staff Completion Oct 2019 Overall Status: Amber	<p>Conflicting priorities for Control representative may delay completion date for remaining material. However, candidates will not require access to these modules until next year so could be completed as business as usual.</p> <p>Reporting - the movable, filterable overview report requested from the supplier was delayed but should be completed in September</p> <p>Project Board have agreed to extend the project to ensure TRaCS is fully embedded for our operational colleagues. As the project will not complete on schedule an End Stage Report (ESR) will be submitted for the October Programme Board with a proposed completion date of Aug 2020.</p>	<p>Recommendations from the findings of the analysis and research into the requirements for Professional Support staff to record competencies and maintain training records have been approved by Project Board.</p> <p>ESR will include establishing roles and responsibilities and a mechanism to ensure content is reviewed and updated, increasing user engagement and to address any issues / concerns raised</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	Ownership
			Timescales	Aligned to project target dates for delivery. (Oct 2019). ESR to be submitted to Oct Programme Board

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Project	Issues	Successes	Project Performance	
P093 Co-Responding Project Sponsor: Jon Anderson Project Manager: Karl Bowden (part of P088) Lead Member: NA Co-Responding Trial End Sep 2016 – Nov 2016 Feb 2017 – Mar 2017 May 2017 – End of July Nov 2017 Overall status: Amber		Area Commander Operations is instigating full evaluation & will feed back through Programme Board. Head of On Call has undertaken work to scope out appetite of operational personnel to continue with co-responding & is looking at On Call Standbys at A24.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
P096 Use of Recording Devices & Governance Project Sponsor: Chris Parker PM : Trudi Wilson/Jodie Houseago Lead Member: NA Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet 30/04/17 – Jan 2018 July 2018 Complete		Trial of helmet cameras now concluded with written report being drafted to go alongside montage of footage (also being prepared) ready to present to Project Board scheduled for mid-October. Decision required. Drafting of End Project Report underway. If approved at next Project Board, will go to October Programme Board for sign off.	Board	
			Team	
			Budget	
			Risks	
			Controls	

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Dash Cams 30 Sept 2018 Complete Phase 3 Nov-17 Body cams/Helmet cameras TBD Trial extended – Report expected Q3 2019 Overall status: Green			Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson Project Sponsor: Jon Anderson Completion Date: May-31st Dec 31st 2019 Overall Status: Green Replacement IRU on the run April-2018-June July 2018 - Complete	Budget – deviation report drafted & presented to Programme Board.	Rope Rescue –Now on the run - Last training element completed now entering consolidation and review stage. Well received and positive feedback all round. Boats – 3x Boat engines and trollies arrived and at fleet. Payment authorised this month for 2 x hydraulic lifts to be fitted to the 2 rescue vehicles for safe handling of the equipment. Paratech – Additional work has been undertaken and we are waiting on a final decision regarding this equipment.	Board	
			Team	
			Budget	Deviation Report drafted
			Risk	
			Control	
P110 Server Upgrade Project Sponsor: Matthew Warren (Shared Service) PM: Sarah Newton Completion date: June 2018-Dec 18 Overall Status: Green		Project closure report approved by Programme	Timescales	
			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
P114 Intranet Refresh Project Sponsor: Hayley Douglas PM: Claire Morris Completion date : 31/12/19 Status: Green	<p>Although Intranet design received– work has been deferred due to delay in approval (A/L) – now approved.</p> <p>Negotiations with the supplier are underway – contract being revised & will include reference to this work.</p>	<p>Work completed on Intranet Intranet design approved. Work commenced.</p> <p>Work now commenced on Intranet which is expected to be completed by mid Oct. This will be followed by a period of training. Timescales likely to slip as migration work will then be required. This will be monitored.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P116 Aerial Replacement Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: Feb 2021 Overall status: Green	<p>Project Manager to consider cross over of Mobile data terminals (MDT's) from Multistars to new Aerial appliances. New aerials pre-wired for MDT's.</p>	<p>Vehicle's in build, all on track Stakeholders have reviewed the specification and made slight amendments, these have been approved.</p> <p>Chassis due Oct/Nov</p> <p>Appliances due in service June/July 2020 & significant training will be required. Plans for training being drafted.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Project	Issues	Successes	Project Performance	
P119 Hydrant Software Review Project Project Sponsor: Ryan Stacey Project Manager: Nicola Smith Completion Date: Phase 1 30th June (Review Stage) Overall Status : Amber	Deviation approved by Project Board to extend timescales for Options Appraisal to early October	To be processes, User Stories and Gap Analysis completed Supplier software demo confirmed. The project board have agreed the options to be taken forward to the options appraisal and the weightings	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Review phase has exceeded its end date due to issues being identified & taking time to find solutions/way forward.
P120 SHQ Barrier Project Sponsor : Tamsin Mirfin Project Manager: Maurice Moore Completion Date: Oct-2019 Overall status: Green		Still awaiting outcome from Planning application Policy approved by Board Reviewed additional car parking spaces at SHQ – further options available.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Deviation report submitted

Glossary

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

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

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2019/20

Date	Time	Venue
2019		
Thursday 17 October	1030 hours	Service HQ
Thursday 19 December	1030 hours	Service HQ
2020		
Thursday 30 January	1030 hours	Service HQ
Thursday 23 April	1030 hours	Service HQ
Thursday 18 June	1030 hours	Service HQ

WORK PROGRAMME 2019/20

Thursday 10 October 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 18 July 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 3 October 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Equality and Inclusion Compliance Report 2018/19 (including Gender Pay Gap)	ACFO	
	Draft Integrated Risk Management Plan 2020 to 2024	ACFO	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 19 December 2019			

Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 17 October 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Equal Pay Audit – Recommendations and Next Steps	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 30 January 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 19 December 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 9 January 2020	Tamar Oviatt-Ham	
	<u>Decision</u> Equal Pay Audit – Recommendations and Next Steps	Deputy Chief Executive	If not presented in December 2019
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 23 April 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 30 January 2020	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 2 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity	Service Transformation Manager	

	Management Register – Monitoring Report		
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 18 June 2020			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 23 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		

