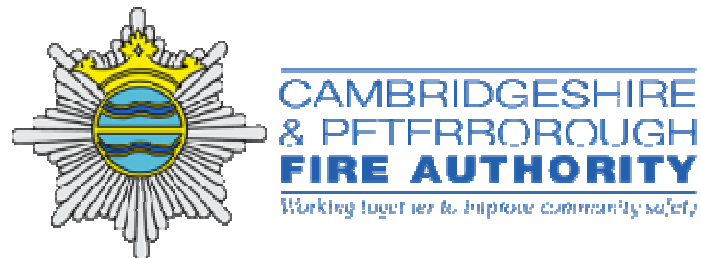


FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 28 September 2017

10:30hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
Apologies have been received in advance from Councillors Reynolds and Rogers.
- 2. Declarations of Interest**
- 3. Minutes of the Policy and Resources Committee 22 June 2017** **5 - 16**
- 4. Policy and Resources Committee Minute Action Log** **17 - 20**
- 5. Minutes of the Overview and Scrutiny Committee held on 20th July 2017**

These are for information only and can be located at the following link:

<https://tinyurl.com/y7mbg3b9>

DECISIONS

- | | | |
|-----------|---|----------------|
| 6. | ISA 260 Report - Communication of Audit Matters with those charged with Governance | 21 - 28 |
|-----------|---|----------------|

INFORMATION AND MONITORING

- | | | |
|------------|---|----------------|
| 7. | General Data Protection Regulation Implementation - Project Update | 29 - 32 |
| 8. | Revenue and Capital Budget Monitoring Report 2017-18 | 33 - 38 |
| 9. | Strategic Risk and Opportunity Management Register - Monitoring Report | 39 - 56 |
| 10. | Fire Authority Programme Management Monitoring Report | 57 - 78 |
| 11. | Policy and Resources Committee Work Programme | 79 - 82 |
| 12. | Date of Next Meeting
10.30 a.m. Thursday 14th December 2017 at the Service HQ | |

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

Councillor Kevin Reynolds (Chairman) Councillor John Peach (Vice-Chairman)

Councillor Mohammed Jamil Councillor Donald Adey Councillor Simon Bywater Councillor Derek Giles Councillor Lucy Nethsingha Councillor Terence Rogers and Councillor Mandy Smith

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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

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

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

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

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

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

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

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

Date: 22nd June 2017

Time: 10.30am – 12. 08 pm

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

Present: Councillors S Bywater, D Giles, M Jamil, L Nethsingha, (Vice-Chairman), J Peach (Vice-Chairman) K Reynolds (Chairman), T Rogers and M Smith

Apologies: Councillor D Adey,

Officers: S Ismail, S Smith, C Strickland, M Warren and R Sanderson

1. ELECTION OF CHAIRMAN/WOMAN

It was resolved to appoint Councillor Reynolds as the Chairman of the Policy and Resources Committee for 2017/18.

2. APPOINTMENT OF VICE CHAIRMAN/WOMAN

It was resolved to appoint Councillor Peach as Vice Chairman of the Policy and Resources Committee for 2017/18.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Adey.

4. DECLARATIONS OF INTEREST

None.

5. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 26th JANUARY 2017

That subject to changing in minute 105 'Date of next meeting' the start time from 10a.m. to 10.30 a.m. the minutes of the meeting of the Policy and Resources Committee held on 26th January 2017 were approved as a correct record and signed by the Chairman.

6. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG

In discussion it was agreed that completed actions which were shown in the current log would not be reproduced in future versions of the log. (R Sanderson/ D Thompson)

The Action Log was noted.

7. MINUTES 23RD MARCH 2017 OVERVIEW AND SCRUTINY COMMITTEE

As the Minutes from the Overview and Scrutiny Committee were only presented for noting, the Chairman asked the purpose of this Committee receiving them.

The monitoring officer explained that this had historically been requested by the Committee to keep the Members apprised of the scrutiny work being undertaken by what was effectively the other half of the Fire Authority membership. Further to a request from one member, it was agreed that in future to save paper they should only be provided as a link.

Rob Sanderson to action

As the issue of an electronic link had been raised, Democratic Services took the opportunity to ask if any of the Members present wished to receive future agenda papers as an electronic link only. All present indicated they would wish to continue to receive a hard copy.

The minutes overview and scrutiny minutes were noted.

8. FINAL REVENUE AND CAPITAL BUDGET POSITION 2016-17 AND TREASURY MANAGEMENT STATEMENT

The budget for 2016/17 approved at the February 2016 Fire Authority meeting had been set at £28.453m with a total precept of £17.773m while a later meeting approved a revenue carry forward of £1.501m from 2015/16 resulting in a total net budget for the current year of £29.954m. As part of the budget preparation process for 2016/17, a total of £650k savings were identified and applied.

The current report provided the final 2016/17 revenue and capital budget outturn position and an update on the Treasury Management position. The report sought approval to a number of carry forwards, which along with maintaining adequate reserves, was seen as critical over the coming years to ensure that the Authority could continue to respond to the Government cuts programme, whilst minimising the impact on service delivery. The Treasury Management Policy required the Treasurer to provide the Authority with an annual report on treasury management activity as part of the final accounts process. The report for 2016/17 was attached at Appendix 2 to the officers' report.

The key points identified included;

- As previously, the Service had undertaken a whole-time recruitment campaign with the aim of being over the establishment figure to take into account retirements. This recruitment had offset the previous under spend, resulting in the budget for wholetime firefighters being marginally over spent at the year end. In contrast as a planned area of reduction and rationalisation, the Senior Management (Leadership) Team had been reduced from four to three senior posts resulting in a £284k underspend in this area.
- The budgets for support and control were under spent at year-end due to increased turnover and subsequent delays in recruiting to the affected posts.
- Property Maintenance had underspent by £68k due to vacancies / long term sickness in the Team which has resulted in an ongoing backlog.
- Insurance was showing an £85k underspend. The new indemnity company with nine partners went live in October 2016 and while there had been one significant claim on a property from the authority, the low number of claims had resulted in a lower premium charge.
- The under spend against the supplies and services budget related to projects

running behind schedule and monies set aside for budget reductions in 2017/18 not being fully spent. In addition, there were some carry forward requests and orders not yet received. The under spend had been utilised to finance capital expenditure.

- A significant underspend requiring carryforward was in respect of the Government funded ESMCP project.
- The operational fire budget was under spent owing to both the On-Call firefighter establishment being below that forecast and a significant reduction in operational incidents compared with previous years.
- The final outturn position on the revenue budget, before application of carry forwards, reflected the spending trend reported to the Policy and Resources Committee in December 2016. After applying the carryforwards there was an under spend of £74k. A summary of the final outturn was provided as follows with further details set out in Appendix 1 to the report.

Final Revenue Outturn Position

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

- The Authority's Draft Balance Sheet was presented at the meeting and can be viewed along with the draft Statement of Accounts at the following link:

<http://www.cambsfire.gov.uk/Statement%20of%20Accounts%20201617%20-%20DRAFT.pdf>

Particular attention was drawn to the position relating to the Authority's Reserves required to provide it with financial flexibility when dealing with unexpected circumstances, with a summary of movements in existing reserves shown in tables in the report showing the useable general reserve as £2,422k and details provided on the Specific Reserves set aside to provide for known or predicted liabilities.

- A table provided details of the Capital Reserve – the property development reserve used to finance the costs of refurbishing and rebuilding the authority's estate. Due to the current cessation of the project to move the headquarters to a new building, realistically the current H.Q building was likely to be needed for another three years. As a result of no expenditure having been undertaken in the last ten years (on the expectation that the service would be moving), investment was now urgently required to bring it up to a reasonable standard and to make it user friendly. This included the need painting for redecoration and a window repair / replacement

programme. Suggestions on what should be included in the improvement programme was to be the subject of a staff consultation exercise.

- A table provided details of the final expenditure figures on the Capital Programme and included:
 - the purchase of operational and non-operational vehicles. The adjustment shown in the report table was in respect of carry forwards for service cars, vans and fire appliances ordered in 2015/16 but not received. In year, the Authority purchased three fire appliances and 31 other vehicles.
 - the maintenance of existing properties and the investment in new facilities. The adjustment shown in the report table related to a carry forward from last year of funds provided for the rebuild of Yaxley fire station, as well as other committed capital improvements at fire stations.

Issues raised in discussion included;

- A question was raised whether a further full recruitment drive would be required in the future. It was explained that officers were closely monitoring the age profile of current fire fighters and while the current year was considered adequate in that there were a disproportionate number approaching retirement within the next five years this would require additional recruitment to be undertaken. At the present time it was likely that there would be a need for a further recruitment campaign next year in order to have new firefighters in place by January 2019.
- A question was raised regarding the significant savings made in some areas and whether this reflected good planning. In response it was explained that substantial effort had been undertaken to identify savings due to the budgetary pressures associated with reduced central government funding which required further large on-going savings to be made.
- Regarding a query on the budget line reading 'Pensions – Injury Awards' and whether they were significant, it was explained that the large part of this related to historic costs. Ill health retirements had reduced significantly as a result of changes to government legislation and the robust systems in place to ensure they were only granted in cases of genuine injury and were only running at one or two a year. Details of the two stage procedure was orally provided including the second stage IQMP process being an independent medical assessment.
- In respect of the proposal for a training centre on the Monkswood site this was currently the subject of a pre-planning application which would take six weeks which would provide advice on the likelihood of the planning application being successful and was also linked to the viability of the Police and Crime Commissioner business case. Another member queried the position regarding the St Johns site. It was explained that the site was still available, but was on hold until the viability of Monkswood was established. The latter had the advantage of the land value being free.
- Another Member asked what the position was regarding the intended national Waterbeach site which had never been occupied. It was explained that the building was still vacant with the cost being picked up by Central Government. In terms of the authority taking it over as the new H.Q. this had been discounted due to the high cost

of obtaining it (£1.3m) which was significantly higher than the value of the current H.Q. site.

- There was a request from Councillor Rogers as a new member to the Committee to be briefed on the detail of all the different site options that had been referred to. It was agreed that should be undertaken as a fifteen minute introduction to the workshop to be held that afternoon. **Action: M Warren**

It was unanimously resolved to:

- a) note the revenue and capital budget outturn position,
- b) approve the requested budget holder carry forwards required for the following:

Funding requirements	£'000
Community Fire Safety	216
Operational Equipment	275
Information and Communications Technology (ICT) Capital	100
Property Capital	351
Business Development – Service transformation and Efficiency Programme (STEP)	224
Emergency Services Mobile Communications Project (ESMCP) Grant Funding	833
Fleet Capital	68
Local Resilience Forum Funding	42
Other	45

- c) note the year-end balance sheet position as at 31 March 2017,
- d) note the annual Treasury Management Statement.

9. SOCIAL MEDIA POLICY UPDATE

The Committee received for approval a refreshed Social Media Policy.

It was explained that the Service has had a social media policy since 2007/08 when the Service began to use social media for business use. In drawing up a Policy the Service recognised that employees also made use of social media in a personal capacity outside of work and while they were not acting on behalf of the organisation, it was important employees were made aware that they could damage the reputation of the organisation if they posted material that was offensive to others, or went against the policies and values of the organisation.

The Policy provides guidance to staff when using social media for work and in their personal lives. The refresh was to ensure it was up to date and was an easy to use guide for staff on what was considered acceptable and what was not and, to ensure staff were aware of issues that could result in breeches of data protection and other legislation.

Issues raised in discussion included:

- In response to a question, it was confirmed that the Policy was for staff at all levels, including senior officers, to adhere to. Any breaches of the Policy could result in disciplinary action in accordance with the Service's Disciplinary Policy. While the guidance was also applicable to elected Members on the Authority, breaches by elected members could be seen as a Member Code of Conduct issue.
- With reference to page 55, listing the wide range of categories that could cause employees to have breached the Policy, one Member expressed deep concern that the Code had the potential to be used in a draconian fashion by management to discipline and even dismiss staff. The implication being that it could be used to stop staff ever being able to criticise their superiors. The Member wished to see more detail included in terms of specific examples of unacceptable content that would warrant disciplinary action. In response and to provide reassurance, officers explained that any breaches were dealt with through an initial light touch, proportional response approach. This involved first speaking to the member of staff to explain why their action was seen to have contravened the Policy. Disciplinary action processes would only be undertaken if advice continued to be ignored or if the reputational damage to the Service had been so great as to warrant formal action, which could be at misconduct or gross misconduct level. In each case the specifics would be looked at. It was also explained that the list only mirrored the same type of misconduct issues already included in the separate, Disciplinary Policy. It was however conceded that a different Management Team from that currently in place, could in the future, using the same policy, adopt a different approach.
- A question was raised regarding whether new staff were required to sign any documents on Social Media use. In reply it was explained that all new staff received an induction programme which included making them aware of a number of the Authority's policies, including the Social Media Policy.

Having taken on board the assurances provided by officers, during further discussion, changing the text to provide a more prescriptive policy was not supported.

It was unanimously resolved:

To approve the refreshed Social Media Policy.

10. FIRE AUTHORITY PROGRAMME MANAGEMENT MONITORING REPORT

This report provided an update on the progress of the most significant resourced corporate projects which were directly linked to the delivery of corporate priorities as shown in appendix 1 to the report (referred to as type 3 and Type 2 projects) that had been given priority in the Business Development Programme for the forthcoming financial year.

Key projects highlighted were:

- The Combined Fire Control (CFC) Mobilising Solution Upgrade - This still required significant challenges to ensure the system worked effectively, with the supplier very aware of the Authority's position.
- ESMCP (Emergency Services Mobile Communications Project) – It was explained that this was a Central Government controlled project also to be used by the Police and Ambulance Services to replace the current hand held radios. It was vital that it also would be able to connect to the CFC system in a secure manner. It was

explained that the project had been the subject of repeated delays there was still no identified date for it going live.

- CPSN (Cambridgeshire Network) Public Services – a project to replace the current broadband. This showed as a red risk and was a County Council led project which had also incurred significant delay. As an oral update it was indicated that progress was now being made and that its risk status was likely to change in future update reports. As an additional update, Councillor Nethsingha indicated that a report had been received at the County Council's General Purposes Committee the previous week. The Committee had been agreed to extend the current provider of the Cambridgeshire Public Services Network (CPSN) Contract for a further 18 months to allow detailed investigation of the market, to ensure a future contract achieved both a best approach to connectivity, as well as a cost efficient solution for the Council and its partners.

In discussion Members raised issues / responses were provided to questions including:

- Highlighting that the Lead Members details in the current document required updating, as they included Members who had not been re-elected and were no longer Members of the Fire Authority. **Action: Matthew Warren**
- Regarding a query on why a large number of projects were on hold, it was explained that this was due to resource limitations.
- A Member queried the progress being made on the national Co-Responding Project that had been trialled in several of the Authority's stations. It was explained that no further stations had been added as currently pay negotiations were ongoing with the Fire Brigades Union (FBU) , who cited this as one of the areas of additional responsibility where they felt their members were not receiving financial recognition. If the negotiations at a national level was unsuccessful, the trials would be terminated. On the other hand, it was also highlighted that if the FBU was successful in their pay demands, this would have a financial implication for the Service.
- One of the new Members asked why the two central Government funded projects were only shown as amber, as if they were centrally funded, the money was available. It was explained using the example of ESMCP, that although the project duration was to 2020-21, the Government could not guarantee funding for more than two years ahead.
- The Chairman queried whether the report, which was essentially a monitoring report, was more appropriate to be received by the Overview and Scrutiny Committee. In response it was explained that as these were live projects with substantial financial resource input, they required to be reported to the Committee responsible for resources. Where projects had finished or had incurred significant delay issues / or had to be abandoned, then this would be appropriate for a separate review by the Overview and Scrutiny Committee.
- Regarding forthcoming risk areas in terms of a call on additional resources / statutory compliance, two areas were highlighted, the Grenfell Tower fire disaster and any future requirement for additional checking of public buildings and the new 'General Data Protection Regulation' (GDPR) whose requirements came into force from May 2018. The latter was a refresh of the current Data Protection Act with very significant

implications in terms of higher penalty fines for non-compliance for all public sector organisations.

It was resolved:

- a) To note the programme status report as at May 2017, attached as appendix 1 to the Officers' report.
- b) To receive a report on GDPR at the next meeting in September and for it to be added to the Forward Agenda Plan. **Action: Sam Smith / Deb Thompson**

11. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER MONITORING REPORT

The Committee has the role to bi-annually review the Strategic Risk Report to ensure all perceived high and very high strategic risks were included and assessed at the correct level with associated actions to address the identified risks. This report provided an update on the Strategic Risk and Opportunity Management Register as at May 2017.

The distribution of risk from the Strategic Risk Register was shown in section 5.8 of the report and set out the spread of risk scores with an accompanying short description of each risk. It was highlighted that the following two risks were scored as **Very High** risks, and had actions in progress to reduce them:

Risk Number	Risk Description
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.
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.

The ICT Shared Service agreement with Bedfordshire Fire Authority and the introduction of the General Data Protection Regulation (GDPR) had triggered three **Very High** event driven risks with a live status as summarised below:

Risk Number	Risk Description
STA – R100	There is a risk that the ICT shared services BFRS and CFRS 2 employers causing friction between members of staff leading to a loss of productivity and staff, directly affecting the ability of ICT shared Service to deliver to meet the needs
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the services currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.

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
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The Emergency Services Mobile Communication (ESMCP) Project had triggered three **Very High** event driven risks with a status of live as summarised below:

Risk Number	Risk Description
STA - R093	There is a risk that the ESMCP solution being offered is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service
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
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for CFRS to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications

Paragraph 5.6 of the report set out fourteen risks scored as **High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these.

Questions raised on the report included:

- Asking for more detail on the risk associated with the Shared Services agreement. It was explained that this was due to the different terms of conditions in the two Services. Ideally it would be desirable to have one, uniform set.
- Regarding STA 117 reassurance was requested that safe and well visits were still being carried out for the most vulnerable. It was explained that the Commander in Community safety had been stood down but the community safety was still a priority within what were limited resources. The Fire Protection Commander was currently investigating what additional support could be provided. It was highlighted that GDPR would put the onus on the Service to control all the data it had on vulnerable people and to ensure it was used correctly. The implications / challenges around GDPR and the huge additional burden around the inspectorate process could require adding a Data Protection officer post to the Service, this would be looked at further as another option would be to add it to another existing post's duties.
- On the issue of supporting vulnerable people, one Member asked whether there was a co-ordinated partners' approach to ensure there was no duplication / overlap of provision and whether there could be greater sharing of data. In reply it was indicated that the Service did work with partners as part of the work of the Local Resilience Forum.
- Regarding a query raised on whether it was possible to have a partner shared approach to prevent cyber-attacks, this was limited, as each partner had responsibility for securing their own, independent systems.

- STA R118 – Request for this to be re-written as currently it did not make sense and others to be looked at as well to ensure greater clarity (*Note e.g. STA R100*)

Having reviewed and discussed the report:

It was resolved to:

- a) Note the Strategic Risk Report and risk distribution.
- b) To note the Strategic risk Review attached as Appendix 1 to the report.

12. STRATEGIC WORKFORCE DEVELOPMENT ACTION PLAN UPDATE

In January 2017, this Committee received a report detailing the progress in relation to strategic workforce development, particularly in the context of the recommendations made in the Government's Thomas Review (an independent review undertaken of conditions of service for fire and rescue staff in England). The Committee approved that Officers should proceed with converting the identified opportunities from the Thomas Review into a prioritised action plan to be brought back for comment and approval.

The purpose of this report was to update the Committee on the prioritised action plan and the opportunities identified, which had been taken into account as part of the wider review of risk and opportunity in the development of people section of the Integrated Risk Management Plan (IRMP) and associated action plan. The IRMP had been approved at the full Fire Authority meeting the previous week. The people section of the IRMP action plan was attached at Appendix 1 to the report showing the proposed actions to further advance the development and profile of the Service's workforce to cover the period 2017 to 2020.

Issues raised in discussion included:

- Reference 3.2 page 109 'Creating and implementing an action plan in response to the results of our 'employee engagement survey' – a Member queried whether the % engagement score figures should have been included, as currently they had not been inserted. In response it was clarified that since the report publication this had been amended with text. *Note: the measure for this action now reads "By 2020 we will have improved our employee engagement score compared to 2015 baseline, with plans in place to ensure sustainability"*.
- Reference 3.57 on page 109 of the report - there was a request for an information update on the introduction of the apprenticeship scheme. In reply it was explained that the Service paid a levy of c. £80K per annum to a Central Government fund which had the intention of supporting an increase the number of apprenticeships. In addition that Central Government have set a target for all public sector employers to start a number of new apprenticeships per year equivalent to 2.3% of their headcount. The Service was currently investigating ways to create apprenticeships, looking initially at areas within the professional support sections of the Service such as: Vehicle technicians, ITC support and Administration support functions. In addition, sector-specific apprenticeship schemes (e.g. for operational Firefighters and Fire control staff) were currently in development, and the Service planned to utilise these in the future. For each apprenticeship created, the Service would be

able to clawback monies from the levy paid made in terms of costs of training and assessment, but not the salary or other associated costs.

- On the same issue another Member asked if the Service was talking to partners to co-ordinate work particularly in relation to sharing good practice. In reply it was indicated that discussions were taking place, and while cost sharing opportunities could be looked, at in terms of clawback on monies, this was specific to apprentices identified as having been created within a specific service.
- Reference 3.6 titled 'Further work to ensuring there are no barriers to improving the diversity of our workforce,,, ' There was a request for an oral update on progress. It was indicated that gender diversity had improved with an increase in the number of female staff employed, but that recruitment from the Black, Asian and other ethnic minority (BAME) communities were still under-represented, and more work needed to be undertaken to build bridges with these diverse communities, as well as to reach more vulnerable members of these communities. To address these would require a longer timescale.
- 3.8 'Conducting an equal pay audit' – A Member asked why this was an action, as the Service should already be complying with statutory equal pay legislation which had been around for a long time. In response, it was explained that the Service had a good record of compliance with periodic reviews undertaken to ensure that there was no slippage in respect of legislative requirements. The last one had been undertaken in 2014 which had concentrated on professional support staff (as pay scales for operational firefighting staff are set more rigidly at a national level) The focus this time would be broader, to encompass all staff. It was explained that there was a requirement to report on 'Gender Pay Gaps' with the current evidence showing that the Service did not have an equal pay / gender gap issue. To date, any minor discrepancies identified had been investigated and found to be related to length of service.

It was resolved:

To note the information given as an update.

13. WORK PROGRAMME

The Committee Work Programme as updated at the meeting in respect of bringing back a report to the September on the risks and a work programme on GDPR meeting was noted.

14. DATE OF NEXT MEETING AND FUTURE MEETINGS

The Policy and Resources Committee noted that its next meeting would be at 10.30 a.m. on Thursday 28th September with future scheduled dates at the same day, time and venue as follows:

Thursday 14th December
Thursday 25th January 2018
Thursday 12th April 2018
Thursday 28th June 2018

Chairman
28th September 2017

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at 19th September 2017 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	R Hylton / D Thompson	a) There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	The national picture remains fluid; briefing to be arranged once final position known.	Action on hold
		M Warren	b) Deputy Chief Executive to ask the Monitoring Officer to start scoping a membership Review report including seeking existing member views so that a report with recommendations could be presented to the new Fire Authority following the May County Council elections.	Action noted. As updated at the 22 nd June Committee meeting the outcome of the Police and Crime Commissioner (PCC) business case will determine requirement for and the scope of any review.	Action on hold

	MINUTES FROM THE 22ND JUNE COMMITTEE 2017				
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
6.	POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG	R Sanderson/ D Thompson	It was agreed that completed actions from earlier meetings would not be reproduced in future versions of the log.	This has been actioned as requested with this current log only providing details of either actions still not completed or the status of actions agreed at the June meeting. .	Action completed
7.	MINUTES 23RD MARCH 2017 OVERVIEW AND SCRUTINY COMMITTEE	R Sanderson	Further to a request from one member, it was agreed that in future as the overview and scrutiny minutes were only provided for information purposes, to save paper, they should only be provided as a link.	The Minutes are referenced on the front page of the agenda with a link to the website.	Action completed
8.	FINAL REVENUE AND CAPITAL BUDGET POSITION 2016-17 AND TREASURY MANAGEMENT STATEMENT	M Warren	There was a request from Councillor Rogers as a new member to the Committee to be briefed on the detail of all the different site options that had been referred to.	It was agreed that It should be undertaken as a fifteen minute introduction to the workshop to be held that afternoon.	Action completed
10.	FIRE AUTHORITY PROGRAMME MANAGEMENT MONITORING REPORT	Matthew Warren	a) It was highlighting that the Lead Members details as shown in the current document required updating, as they included Members who had not been re-elected and were no longer Members of the Fire Authority.	The updated document is included as one of the reports on the current agenda.	Action completed

		Action: Sam Smith / Deb Thompson	b) To receive a report on General Data Protection Regulation Implementation (GDPR) at the next meeting in September and for it to be added to the Forward Agenda Plan.	The report is included on current agenda.	Action completed

Agenda Item: 6

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 28 September 2017

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

1. Purpose

- 1.1 To request that the Policy and Resources Committee approve the contents of the appointed auditors ISA 260 Report for 2016/17 and the Statement of Accounts to which they relate.

2. Recommendations

- 2.1 The Committee is asked to;
- approve the ISA 260 Report for 2016/17 attached at Appendix 1,
 - approve the Annual Governance Statement attached at Appendix 2,
 - approve the (draft) Statement of Accounts attached at Appendix 3.

3. Risk Assessment

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

4. Background

- 4.1 BDO United Kingdom is the Authority's appointed external auditor.
- 4.2 The report attached at Appendix 1 covers;
- the Audit of the Accounts and Governance Arrangements for 2016/17,
 - a conclusion on the arrangements that the audited body has in place to secure value for money in its use of resources.

5. Audit Findings

- 5.1 With regard to accounts and governance, the report by BDO states that an unqualified audit opinion is anticipated in respect of the Statement of Accounts 2016/17.
- 5.2 The auditing standard, ISA 260 “Communication of audit matters to those charged with Governance”, requires the external auditor to communicate relevant matters relating to the audit to those charged with governance of the entity promptly to enable them to take appropriate action.
- 5.3 The review of the Authority’s arrangements for securing value for money in its use of resources is concluded based on the following criteria;
- the organisation has proper arrangements for securing financial resilience,
 - the organisation has proper arrangements for challenging how it secures economy, efficiency and effectiveness.
- 5.4 It is anticipated that an unqualified opinion will be issued.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
BDO Report 2016/17 to those charged with Governance	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Appendix 2

Annual Governance Statement 2016/17

Scope of Responsibility

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

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

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

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

This statement explains how the Authority has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2011, regulation 4(3) in relation to the publication of a statement of internal control.

The Purpose of the Governance Framework

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

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

The governance framework has been in place at the Authority for the year ended 31 March 2017 and up to the date of approval of the statement of accounts.

The Governance Framework

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

- A vision that clearly sets out our purpose and to which the Authority's objectives and priorities are directly related.
- The Authority's core objectives and priorities are set out in its Integrated Risk Management Plan (IRMP). The IRMP is focused over a period of three years and details an action plan after consideration of our vision, excellence statements and risks and opportunities. The actions within the plan are monitored and managed by the Programme Board and the Excellence Working Groups.
- The Authority's core objectives cascade through directorate and group plans to individual performance management plans. In addition, they set out the key activities and related targets for each group and the measure of success that will evidence achievement of these. For each activity target start and finish dates and lead officer are identified. This document becomes, in effect, the action plan for the work of that group. These plans are then further refined into station and team plans.
- Arrangements for establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- Programme and project management embedded throughout the Service to ensure effective implementation of strategic projects and efficiency gains are realised and recorded.
- Strategy Boards for property and ICT which oversee both areas owing to the significant on-going expenditure in both areas.
- An Annual Report/Statement of Assurance which looks back at the previous year to see how we performed and details priorities for the current year.
- A continuous performance cycle that focuses on objectives and the introduction of new business critical projects, whilst managing business as usual. The system seeks to manage conflicts of resources, whilst updating objectives to reflect the revised priorities.
- Having embedded arrangements for whistle blowing and for receiving and investigating complaints from the public.
- Ensuring the Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).
- A partnership strategy designed to ensure all partnership activities are appropriate and will contribute to the Authority's key objectives.
- Performance management reviews undertaken quarterly highlighting performance against the agreed targets.

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

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

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

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

Review of Effectiveness

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

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

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

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

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

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

Progress made against Governance Issues identified in 2015/16

- The Service continued to maintain robust Business Continuity plans to ensure the Authority can exercise its functions should there be any business continuity event. This includes resilience contracts with key staff, along with business continuity simulations for specific scenarios.
- Integrated Risk Management Planning is now at the core of the planning process. There are now clear links through detailed performance measures between Finance, People and Business Development programme.

- The revised Leadership Charter was launched to all managers through the management seminar programme. The understanding of the revised Leadership Charter is now tested through the Performance Development Recording system.
- All key Internal and External Audit findings have been implemented.

Significant Governance Issues for 2017/18

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

- Implementation of key audit recommendations;
- Embed the revised planning framework to ensure the priorities contained within the IRMP are implemented;
- Prepare for the imminent introduction of the new Fire Inspectorate programme;
- Collaboration with key strategic partners continues to be an area of focus and it will be imperative that controls are robust to protect the Authority's interests.
- Continue to implement reductions in the budget as detailed within the efficiency plan, submitted to CLG in October 2016.

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

Chris Strickland
Chief Fire Officer and Chief Executive

Date:

Cllr K Reynolds
Chairman Cambridgeshire and Peterborough Fire Authority

Date:

TO: Policy and Resources Committee

FROM: Head of ICT – John Fagg

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

Telephone 01480 444580

john.fagg@cambsfire.gov.uk

DATE: 28 September 2017

GENERAL DATA PROTECTION REGULATION IMPLEMENTATION - PROJECT UPDATE

1. Purpose

- 1.1 To present the Policy and Resources Committee with an update on the work being undertaken to prepare the Authority for compliance with new European Union General Data Protection Regulation (GDPR), that comes into force in May 2018.

2. Recommendation

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

3. Risk Assessment

- 3.1 **Political/Economic** – should the Authority not prepare itself for GDPR compliance it will face reputational damage and thereafter significant financial penalties if it fails to protect data adequately.
- 3.2 **Social/Legislative** – the Authority has a moral duty to ensure it handles its data in accordance with the prevailing legislation.

4. Background

- 4.1 Cambridgeshire Fire and Rescue Service (CFRS) currently comply with the requirements of the Data Protection Act (1998). This Act is being replaced with the GDPR which comes into force on 25 May 2018.
- 4.2 The GDPR takes into account the significant advances in digital systems, placing more responsibility on organisations to protect personal data and imposing greater fines where data is not adequately protected. Attendance at briefings and initial research has shown that a significant amount of work is

required across CFRS departments to ensure that the organisation is compliant with its legal obligations under the GDPR.

- 4.3 Significant fines can be imposed by the Information Commissioner's Office (maximum of €20M or 4% of annual turnover, whichever is greater) for failure to protect data as per the GDPR requirements. The Authority is ultimately responsible for compliance and failure to protect data could have a significant reputational impact if a breach were to occur. With cyber security incidents on the rise nationally, the risk of a security breach leading to data leakage is possible.
- 4.4 The Head of ICT was appointed as the Project Manager for the required work and is responsible for driving the activities forward.

5. Activities Undertaken to Date

- 5.1 The following training has been undertaken as part of the preparations;
- Three members of staff have received training to GDPR Practitioner level,
 - GDPR Awareness Training has been arranged for Heads of Group on 26 September 2017,
 - An eLearning course is being developed for use on the CFRS iLearn portal.
- 5.2 An Information Governance (IG) Board has been set up which the Deputy Chief Executive will Chair as the Senior Information Risk Owner. During the project, the IG Board will form part of the Project Board as membership is the same. The first meeting is scheduled for 11 October 2017 where documents drafted/amended for approval by the Board are their Terms of Reference (new), Data Retention Policy (new), Information Security Policy, Data Classification and Management Policy (new) and the Data Protection Policy.
- 5.3 A Consent and Privacy Notices Working Group and an Information Sharing Agreements Working Group have been formed and had their initial meeting.
- 5.4 A Data Protection Impact Assessment (DPIA) template has been created and trialled by the Media and Communications Team; all DPIAs will require sign off by the IG Board.
- 5.5 Heads of Group have been requested to complete a data questionnaire to enable the scope of work required to be estimated. A workshop to discuss the returns is scheduled for 18 September 2017. It is anticipated that further data sets will come to light as the project progresses.
- 5.6 A Data Protection Officer mailbox has been created.
- 5.7 A Business Analyst from the STEP team has been made available to assist with process mapping.

- 5.8 An initial meeting with Civica has been held to discuss our Community Fire Risk Management Information System and specifically the storage of personal data relating to members of the public in the context of our community safety activities.

6. Activities to Progress

6.1 The following activities are to be progressed;

- Subject Access Request (SAR) Working Group to be formed to agree the process and responsibilities for dealing with SARs post 25 May 2018. The first meeting is likely to be in January 2018 (due to resource constraints).
- SAR Policy/Procedure to be drafted.
- Technology Working Group to be set up to discuss any technology controls/changes to meet GDPR requirements. The first meeting is likely to be in November 2017 (due to resource constraints).
- DPIAs to be completed for all data sets held; this will be the most resource intensive task.
- Data Breach Policy/Procedure to be drafted.
- Work with partner agencies to ensure that data sharing is GDPR compliant.
- Data Quality Strategy to be drafted, approved and implemented.

7. Summary

- 7.1 Much progress has been made in setting the foundations on which the remaining work can be completed. There is significant work involved in the completion of DPIAs which will help in the understanding of the risk that the data collection and use poses to the Authority and to the Data Subjects. This will involve staff from across the organisation.
- 7.2 There will undoubtedly be a requirement to change working practices in a number of areas within CFRS and this may also take significant resource.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Background Information	www.ico.org.uk www.eugdpr.org	John Fagg Head of ICT John.fagg@cambsfire.gov.uk 01480 444580

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 28 September 2017

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2017/18

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an update on revenue and capital spending as at 31 August 2017.

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2017/18 was approved at the Fire Authority meeting held in February 2017. The total budget was set at £27.987m with a total precept of £18.376m.
- 4.2 At its meeting in June 2017 the Policy and Resources Committee approved a revenue carry forward of £2.974m. The resulting total net budget for the current financial year is £30.961m.
- 4.3 A budgetary control summary showing the main variations to the end of August 2017 is attached at Appendix 1.
- 4.4 As part of the budget preparation process for 2017/18 a total of £742k savings were identified. These savings were used to offset the loss of government grant.

5. Update – Revenue Expenditure

- 5.1 To the end of August 2017, the Service is above the budgeted establishment for firefighters. We recruited a group of new full-time firefighters who commenced training on 11 September 2017. This recruitment was undertaken to ensure that the impact of retirements on operational delivery over the next 12 months is reduced. The retirement profile and recruitment programme are reviewed annually. The current underspend against the training budget will be spent on the new recruits training.
- 5.2 The premises budget is showing an underspend of £241k. This is expected to diminish by the end of the financial year as property maintenance work is completed and the winter energy bills are received and paid. The Service is receiving business rate refunds due to a review of the rateable values of service properties which is also contributing to the current underspend. Insurance is showing additional costs as a result of financial year-end adjustments. These adjustments will be reversed resulting in a balanced budget at year-end.
- 5.3 The supplies and services budget is showing an underspend of £288k. The underspend largely relates to IT and communication equipment as the Service is awaiting invoices from the Home Office for Airwave charges.
- 5.4 The trend of under spending continues against the On-Call budget due to the establishment of On-Call firefighters being below that forecast; significant effort continues to be made to recruit additional On-Call firefighters and targeted recruitment campaigns are ongoing across the county.

6. Update - Capital Expenditure and Financing

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

CAPITAL RECEIPTS BUDGET 2017 - 2018							
		Original Budget	Carry Forwards	Virements	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's	£000's	£000's
Expenditure							
Vehicles	6.2	1,725	882	0	882	2,607	1,128
Land & Buildings	6.3	1,205	492	0	492	1,697	169
Equipment	6.4	209	250	0	250	459	100
IT and Communications	6.5	350	300	-6	294	644	0
		3,489	1,924	-6	1,918	5,407	1,397
Financing							
Capital Receipts		-369	0	0	0	-369	0
Loan		0	0	0	0	0	0
Grants		0	0	0	0	0	0
Capital Grants Reserve		0	0	0	0	0	0
Application of Capital Reserve		-1,818	-1,924	0	-1,924	-3,742	-101
Revenue Contribution		-1,302	0	6	6	-1,296	-1,296
		-3,489	-1,924	6	-1,918	-5,407	-1,397

6.2 This budget covers the purchase of operational and non operational vehicles. This year the Authority approved the purchase of 48 vehicles, including three new fire appliances and a foam water carrier.

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 for training enhancements and welfare facility upgrades.

6.4 The equipment relates to appliance ladders, heavy duty rescue equipment and other specialist firefighting equipment. The adjustment relates to a technical refresh of the Service's breathing apparatus and the purchase of nine specialist light pumps.

6.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last years budget to complete the cyber security software implementation, upgrade of station projectors and unified communications project.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Final Revenue and Capital Budget Position 2016-17 and Treasury Management Statement Policy and Resources Committee – June 2017	Fire Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Appendix 1

Category Desc	Paragraph	Revised Budget	Budget To Date	Actual To Date	Variance	Var %age
Full Time Firefighters	5.1	£ 10,660,540	£ 4,471,031	£ 4,548,875	£ 77,844	2%
Control Room Staff		£ 1,588,844	£ 659,230	£ 609,301	-£ 49,929	
Local Govt. Employees		£ 3,323,349	£ 1,616,445	£ 1,508,496	-£ 107,949	
Senior Management (Hay)		£ 2,381,241	£ 978,632	£ 975,379	-£ 3,253	
Recruitment & Training	5.1	£ 1,019,172	£ 402,410	£ 224,884	-£ 177,526	
Fire Allowances		£ 479,940	£ 180,607	£ 200,777	£ 20,170	11%
EMPLOYEE COSTS		£ 19,453,086	£ 8,308,355	£ 8,067,713	-£ 240,642	
Property Maintenance		£ 448,288	£ 240,683	£ 171,094	-£ 69,589	
Insurance		£ 208,240	£ 121,405	£ 158,082	£ 36,677	30%
Energy Costs		£ 262,860	£ 106,197	£ 96,573	-£ 9,624	
Cleaning		£ 137,457	£ 57,579	£ 37,521	-£ 20,058	
Rents & Rates		£ 675,260	£ 675,260	£ 556,110	-£ 119,150	
PREMISES	5.2	£ 1,732,105	£ 1,201,124	£ 1,019,379	-£ 181,745	
Car & Cycle Allowances		£ 65,490	£ 27,280	£ 41,453	£ 14,173	52%
Vehicle Running Expenses		£ 160,887	£ 67,963	£ 60,597	-£ 7,366	
Vehicle Insurance		£ 172,250	£ 95,289	£ 155,853	£ 60,564	64%
TRANSPORT AND MOVEABLE PLANT		£ 398,627	£ 190,532	£ 257,903	£ 67,371	35%
Office Expenses		£ 349,952	£ 146,918	£ 111,639	-£ 35,279	
IT & Communications Equip.		£ 1,875,186	£ 1,119,678	£ 979,084	-£ 140,594	
Fire Equipment		£ 278,261	£ 105,342	£ 6,843	-£ 98,499	
Uniforms & Clothing		£ 400,006	£ 177,209	£ 144,753	-£ 32,456	
Other Supplies & Services		£ 1,531,435	£ 596,571	£ 614,998	£ 18,427	3%
SUPPLIES AND SERVICES	5.3	£ 4,434,840	£ 2,145,718	£ 1,857,316	-£ 288,402	
CONTROLLABLE EXPENDITURE		£ 26,018,658	£ 11,845,729	£ 11,202,311	-£ 643,418	
Other Income		-£ 1,312,570	-£ 344,277	-£ 513,872	-£ 169,595	
Other Government Grants		-£ 267,350	-£ 111,377	-£ 239,641	-£ 128,264	
CONTROLLABLE INCOME		-£ 1,579,920	-£ 455,654	-£ 753,513	-£ 297,859	
NET CONTROLLABLE EXPENDITURE		£ 24,438,738	£ 11,390,075	£ 10,448,799	-£ 941,276	
Debt Charges		£ 3,285,931	£ 287,251	£ 18,342	-£ 268,909	
External Interest		-£ 90,000	-£ 10,710	-£ 6,374	£ 4,336	40%
CAPITAL FINANCING		£ 3,195,931	£ 276,541	£ 11,968	-£ 264,573	
Pensions - Lump Sums		£ 598,170	£ 249,199	£ 238,322	-£ 10,877	
Operational Fire Budget		£ 2,728,610	£ 1,138,942	£ 1,007,581	-£ 131,361	
SAFETY-NETTED EXPENDITURE	5.4	£ 3,326,780	£ 1,388,141	£ 1,245,903	-£ 142,238	
NET EXPENDITURE		£ 30,961,449	£ 13,054,757	£ 11,706,670	-£ 1,348,087	

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

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

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DATE: 28 September 2017

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with an updated strategic risk report, as at September 2017, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

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

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 paragraph 5.9 below. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The detail of all **High** and **Very High** risks is included below for the review of the Policy and Resources Committee.

5.3 The following two risks are scored as **Very High** risks, all of which are constants with an active status, mitigation actions are in progress to reduce these;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	16
Mitigation activities		Target completion		Owner	
1. Annual Information and Communications Technology (ICT) penetration testing carried out to determine vulnerabilities which are then patched. 2. A series of presentations given to staff to raise user awareness of threats. 3. Members Cyber Security Information Sharing Partnership to understand the current risks. 4. Liaising with Police cyber security specialists to raise our awareness. 5. Antivirus software is utilised across the Service. 6. Servers are patched and maintained at current levels to address new and emerging threats. 7. Access rights of users are controlled (set to minimum levels). 8. iLearn module on information security course mandatory for all staff to raise awareness. 9. Proven back-up solution to ensure that we can recover from ransom ware attacks. 10. On the back of the National Health Service (NHS) cyber-attacks all servers have been patched and brought up to the latest editions of protective software. 11. Implementation of additional Information, Communication and Technology (ICT) security toolsets		1. Annually set date (not published to ensure test is realistic) 2 - Ongoing 3 - Complete 4 - Complete 5 - Complete 6 - Ongoing 7 - Ongoing 8 - Complete 9 - Complete 10. Complete 11. Complete		1-11. John Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our mitigation actions through regular penetration testing. Mitigations are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Jon Anderson	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Safe and Well visits are part of routine watch activity supported by the community safety team. 2. Working with partners to identify and protect vulnerable people. 3. Purchasing portable misting systems to be implemented in people's homes. 4. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners.		1. Ongoing 2. Ongoing 3. Complete 4. December 2017		1-4. Kevin Napier	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the Services' currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.	John Fagg	Financial	25	10
Mitigation activities		Target completion		Owner	
1. Setting up an information governance board to provide leadership and direction to the future activities and controls for the Service. 2. Audit of data that the organisation is holding and the uses of that data. 3. Information gathering and gaining knowledge on the GDPR and how other organisations are preparing. 4. Information and knowledge sharing with Chief Officers Group and other managers within the Service. 5. Project initiated to manage the gap analysis and compliance work required. 6. Practitioner training in GDPR is being undertaken by three staff.		1. October 2017 2. December 2017 3. December 2017 4. September 2017 5. Completed 6. Completed		1-6. John Fagg	
Comments					
Following the Practitioner training in June 2017, the target dates have been updated to reflect planned project activities.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R091	There is a risk that due to difficulties in the joint administration of the ICT shared service it may need to be re-in sourced causing a budgetary increase and loss of resilience.	Matthew Warren	Finance	20	12
Mitigation activities		Target completion		Owner	
1. ICT Shared Service Board to monitor and work to resolve issues. 2. Review the existing shared service structure to check it has capacity to meet the requirements. 3. Implement new technologies to reduce the system maintenance overheads. 4. Review of ICT shared service structure.		1. Ongoing 2. Complete 3. Ongoing 4. December 2017		1. Matthew Warren 2-4. John Fagg	
Comments					
This risk has been increased from High to Very High. Work is ongoing within the shared service to reduce the probability of this risk being realised. The team structure has been reviewed and recommendations made to the ICT Shared Services Board; agreement is still awaited.					

5.5 The Emergency Services Mobile Communication (ESMCP) Project triggers three **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered is not sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. 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	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. John Barlow and Matthew Warren 2. 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 - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for CFRS to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	Matthew Warren	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement. 3. Continuing delays impact upon our resource plans and the skillsets we had in place to manage this; resource plans will need to be kept under review.		1. Ongoing 2. Ongoing 3. Ongoing		1. John Barlow and Matthew Warren 2. Matthew Warren 3. Tamsin Mirfin and Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We have been advised that there will be no transition activities during 2018, a new schedule will be advised in Quarter 4 2017. Engagement and monitoring of the situation is ongoing.					

5.6. The Mobilising Solution Upgrade Project triggers two **Very High** event driven risks with a status of live; one of which has been realised and is now an issue.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R133	There is a risk that if the mobilising solution does not achieve the Code of Connection for Emergency Services Network and Airwave leading to the potential for our mobilising system and the potential replacement no longer being fit for purpose for the mobilisation of assets.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Penetration test being undertaken on the NX system to ensure it is compliant with Emergency Services Network and Airwave networks. 2. Work is continuing with the supplier to attempt to ensure that 4i is compliant with the Emergency Services Network and Airwave requirements.		1. September 2017 2. December 2017		1. John Barlow 2. John Barlow and John Fagg	
Comments					
No change; risk will be updated after the penetration test scheduled for 18/19 September 2017.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R134	There is a risk that if the mobilising solution does not achieve the Code of Connection for Emergency Services Network and Airwave leading to the requirement for us to incur significant unexpected expenditure.	Matthew Warren	Finance	20	20
Mitigation activities		Target completion		Owner	
1. Penetration test being undertaken on the NX system to ensure it is compliant with Emergency Services Network and Airwave networks. 2. Work is continuing with the supplier to attempt to ensure that 4i is compliant with the Emergency Services Network and Airwave requirements.		1. September 2017 2. December 2017		1. John Barlow 2. John Barlow and John Fagg	
Comments					
This is a high risk and we will understand more of the impacts of this post the penetration testing in September 2017.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R010	There is a risk that due to a potential lack of controls around the application of legislations 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.	Rick Hylton	Health and Safety	16	4
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and reaccredited on a rolling three yearly cycle by external specialist auditors; due again in April 2017. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3.Complete 4. Ongoing 5. Complete 6. December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around Health and Safety. Work is in progress to implement an action plan to improve the Health and safety controls and therefore reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Streamline and improve the recruitment process through STEP. 2. Improving attractiveness of roles through use of more flexible employment terms. 3. On-Call review project to look at the Service as a whole. 4. Negotiations with the Union regarding the rescue vehicle crewing.		1. Complete 2. Complete 3. April 2018 4. Complete		1. Tamsin Mirfin 2. Chief Officers Group 3. Rick Hylton 4. Jon Anderson	
Comments					
Work on the mitigation activities is progressing. Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R112	There is a risk that with On-Call availability declining our availability is not aligned to incident call demand meaning during the day time we do not have sufficient On-Call fire cover.	Rick Hylton	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Negotiations with the Union regarding the rescue vehicle crewing. 2. On-Call review to consider different approaches to crewing and appliances/equipment.		1. Complete 2. April 2019		1. Jon Anderson 2. Gary Mitchley	
Comments					
Work is ongoing with the mitigations and Collective Agreement signed, two additional roving appliances will be in service by January 2018.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R074	There is a risk that with reducing calls the Service needs to be assured of the competencies of the On-Call staff, there is a risk of health and safety incidents occurring.	Rick Hylton	Health and Safety	15	10
Mitigation activities		Target completion		Owner	
<p>1. Ongoing On-Call Review Project</p> <p>1a. Review skills set and assess where skill sets may need to be increased.</p> <p>1b. Review alternative models for the provision of On-Call, consider if the Tactical delivery Group may be able to provide support.</p> <p>1c. Review of equipment used on On-Call appliances.</p> <p>1d. Review the types of appliance used by the On-Call.</p> <p>1e. Investigate the option of On-Call Tactical Delivery Group.</p> <p>1f. Review secondary contracts for wholetime.</p> <p>2. Implement recommendations from the On-Call Review Project.</p> <p>3. Increasing support to On-Call staff from wholetime staff.</p> <p>4. Ongoing programme of station inspections which provide a view of competences and then there is an accompanying support to bring up competencies where required.</p> <p>5. Co-responding project to encourage retention.</p>		<p>1a-f. Ongoing</p> <p>2. April 2019</p> <p>3. Complete</p> <p>4. Ongoing</p> <p>5. Ongoing</p>		<p>1. Rick Hylton and Gary Mitchley</p> <p>2. Rick Hylton</p> <p>3. Ryan Stacey</p> <p>4. Maurice Moore</p> <p>5. Simon Newton</p>	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Business continuity plans in place for critical areas. 2. Pre planning for Pandemics/Flu - Influenza management team set up and in place. 3. British Standard achieved. 4. ICT shared services established to share skills with other authorities. Structure now in place. 5. The workforce development strategy is developed and maintained by the Development Steering Group. 6. Consider the creation of a local authority controlled company which will incorporate shared services and provide resilience, subject to Authority approval. 7. Put in place succession plan under the management of Development Steering Group. 8. Review of organisational structure after a year of operation. 9. Look to the wider partners for collaboration opportunities in particular the Police with a view to sharing support services where possible - property first. 10. Ensure that key documentation is maintained and kept within the document management system. 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. December 2017 7. December 2017 8. December 2017 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete		1-3. Chris Parker 4. Matthew Warren 5. Sam Smith 6. Matthew Warren 7-9. Chief Officers Group 10-11. Heads of Group 12. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. The action plan has been shared and progress will be reviewed in Quarter 3; this is also referenced in the upcoming update on progress against the Integrated Risk Management Plan action plan. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform Members of potential delay. 3. Consider programme control to further enhance the use of forward planning to minimise resource clashes. 4. Integrated Risk Management Plan in place to look at plans across the organisations to ensure activities are effectively prioritised. 5. Programme Board applying scrutiny to forward plans to test realism of ambitions.		1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Six weekly		1. Chief Officers Advisory Group 2. Tamsin Mirfin 3-4. Chris Strickland 5. Tamsin Mirfin	
Comments					

This risk had increased over the past 12 months due to a number of personnel changes. The mitigation actions have been refreshed to reduce the risk back down again. Heads of Group are engaged in ongoing resourcing discussions to understand potential areas of impact. The existing programme and project board governance structure provides six weekly monitoring of this risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with declining incident numbers operational competence is not sustained, especially on stations with low call demand.	Maurice Moore	Health and Safety	12	9
Mitigation activities		Target completion		Owner	
1. No notice exercises to test skills. 2. Station inspections to review skills, training and operations. 3. Enhanced training - training days under review as part of implementation of wholetime shift system project. 4. Wholetime supporting On-Call in training activities. 5. Operational assurance plan and strategy in place.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete		1. John Sherrington 2. Dave Lynch 3. John Sherrington 4. Ryan Stacey 5. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Maurice Moore; enhanced training action updated and it was noted that the need to monitor this risk has increased due to turnover of operational staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R127	There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities.	Chris Strickland	Programme	12	9
Mitigation activities		Target completion		Owner	
1. Establish a forum to look at the potential for it to happen - some focus to be given to support staff - how do we replace the skillsets before the skillsets leave? 2. Consider if this should be factored in to the collaboration plans with the Police to see where resilience can be gained. 3. Keeping a close eye on people's plans as any advanced warnings will help. 4. Where appropriate contract notice periods for posts were extended to 3 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete		1. Matthew Warren 2. Rick Hylton 3. Heads of Group 4. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R009	There is a risk that there may be a lack of awareness of legislations 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.	Rick Hylton	Health and Safety	10	6
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in Health and Safety. 2. Internal specialist staff and external specialist auditors undertake regular management system reviews, through interviews with Health and Safety team and Property Group staff to determine compliance and confidence levels. 3. BSI OHSAS 18001:2007 held since 2011 and re accredited on a rolling three yearly cycle by external specialist auditors, due again in April 2017. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6 December 2019		1. Rick Hylton 2. Callum Faint 3-4. Health and Safety team 5. Tamsin Mirfin 6. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is in progress to implement an action plan to improve the health and safety controls and awareness, to therefore reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation legislations for example, Health and Safety/ Asbestos exposure / Legionella /Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in health and safety. 2. Training and assessments of competency levels available via iLearn - further work required to develop these. 3. Information is being disseminated to stations in the same place at each station. 4. Raising awareness through health and safety representatives. 5. Station visits to raise awareness. 6. Look to see if national standard operating procedures can be utilised in Cambridgeshire (South East Ways of Working) . 7. Incident monitoring to review health and safety. 8. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. 9. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct. 10. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete 10. December 2019		1. Callum Faint 2-4. Health and Safety team 5-6. Operational Support Group 7-8. Health and Safety team 9. Tamsin Mirfin 10. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R114	There is a risk that we do not have the capacity to conduct risk visits to non-domestic premises meaning that we have a large proportion of premises to which we do not understand the risk profile.	Jon Anderson	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Officer embedded within the training team to ensure that we have trained staff available to conduct the risk visits. 2. A team of dedicated Officers to manage and to audit premises. 3. Firefighters are trained to conduct business engagement visits. 4. Succession planning being conducted to ensure continuity of service capability.		1. Ongoing 2. Ongoing 3. Ongoing 4. March 2018		1-4. Brennan Morgan	
Comments					

Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R132	There is a risk that should there be a major incident the priority would divert resources from the rest of the business and mean that there may be longer recovery times for the organisation post the major incident.	Chris Strickland	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Ensure that the Deputy Chief Executive role is contracted to be on permanent recall to duty. 2. Pursue fall back arrangements with Suffolk. 3. Review scheme of delegations to ensure Area Commander level leaders have appropriate delegated authorities.		1-3. December 2017		1. Chris Strickland 2-3. Rick Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

5.8 The following eight **High** risks are event driven and categorised as live;

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 policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Team established to review National Operational Guidance documents as they are released to determine required actions. 2. Audit completed by the National Operational Assurance Group. 3. Taking part in the regional collaboration group looking at National Operational Guidance. 4. Internal Operational Assurance plan and strategy in place to sample performance against National Operational Guidance. 5. Exercise schedule to test National Operational Guidance. 6. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing 6. December 2019		1-6. Simon Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Operation Support Group, health and safety and training now co-located to ensure policy is influenced by National Operational Guidance, risk assessed and delivered to the organisation.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R072	There is a risk that due to the investment required to upgrade and enhance the ICT infrastructure there may be an insufficient capacity in the team to deliver the work required.	Matthew Warren	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Ensure that we have a proper roll out plan for the implementation of technologies. 2. Ensure that appropriate testing is in place before roll out. 3. Robust evaluation of the way forward and senior management engagement in decision making to ensure it is business focussed. 4. Effective communication planning. 5. Consider programme plans and impacts on these to consider scheduling. 6. Outsource critical works. 7. Increase server team by two additional staff to ease bottle neck. 8. Project Manager in place and ensuring that appropriate project governance and planning is in place.		1. January 2018 2. All ICT projects 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Complete 8. Complete 9. December 2017		1-6. John Fagg	
Comments					
A programme of required work is in place and an ICT Project Manager has been appointed to assist in the delivery of the mitigation actions and liaison with the wider Service. The level of work planned is understood, now work is ongoing to prioritise this effectively across the shared service. An Infrastructure Manager has been appointed; start date 1 November 2017.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R121	There is a risk that the inspectorate process is an unknown that we need to prepare for, if we are unprepared we could not give a fair representation of ourselves leading to reputational damage and unnecessary resources being expended to fix the damage.	Chris Strickland	Reputation	15	10
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the Police. 2. Commit appropriate resources to understand the Police process. 3. Take part in a Police Internal mini Police Effectiveness, Efficiency and Legitimacy Programme review. 4. Work with the Police to undertake a mini Police Effectiveness, Efficiency and Legitimacy Programme review at CFRS. 5. Volunteer to take part in the formation work for the Police Effectiveness, Efficiency and Legitimacy Programme. 6. Put in place communication strategy to raise awareness with the wider organisation. 7. Put in place virtual team to facilitate inspectorate process once initiated.		1. Complete 2. Ongoing 3. Complete 4. Complete 5. March 2018 6-7. September 2017		1-4. Tamsin Mirfin 5. Chris Strickland 6. Tamsin Mirfin and Hayley Douglas 7. Tamsin Mirfin	
Comments					

This risk has reduced over the last six months with the work that we have been conducting to understand the Police Inspectorate process. The mitigation actions are now moving towards preparing the organisation for an inspection process. We may see this risk reducing further over the next six months. Further information is expected to be released during October 2017; this will be evaluated and monitored.

expected to be released during October 2017, this will be evaluated and monitored.					
Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R100	There is a risk that the ICT shared services Bedfordshire FRS and CFRS two employers causing friction between members of staff leading to a loss of productivity and staff directly affecting the ability of ICT shared service to deliver/meet the needs.	John Fagg	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Continued negotiations with Bedfordshire to attempt to find a resolution. 2. Re-evaluation of posts to ensure that they are reflective of the role and pay is appropriate. 3. Independent review of pay conducted. 4. Review of structure of shared services in progress; including terms and conditions.		1. Ongoing 2. Ongoing 3. Complete 4. April 2018		1-4. John Fagg	
Comments					
This risk is live; the negotiations are ongoing with Bedfordshire to seek an effective resolution.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	Matthew Warren	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Robust finance planning integrated into business planning. 2. Efficiency planning / targets. 3. Programme management. 4. Budget holder training - buddy system, budget holders' support. 5. CFRS seeking independent assessments through the operational assurance, peer assessment and also working with the Audit Commission. 6. Continue comprehensive spending review work for 2018/19 years savings. 7. Reserves could be utilised in specific circumstances.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5.Complete 6. September 2017 7. Ongoing		1. Matthew Warren 2. Budget holders 3. Tamsin Mirfin 4. Matthew Warren 5. Rick Hylton 6. Callum Faint 7. Matthew Warren	
Comments					
Risk reviewed and probability increased due to increased pay award.					

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 wholtime 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.	Rick Hylton	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and Chief Officers Advisory Group. 2. Integrated Risk Management Plan Group owned work stream to communicate and plan activities to address risk.		1. Complete 2-5. January 2018 6. Ongoing		1. Callum Faint 2. Integrated Risk Management Plan Group	

3. Talent management work stream in place. 4. Review of assessment process. 5. Review of development plans. 6. Staff engagement.		3. Tamsin Mirfin 4. Sam Smith 5. Callum Faint 6. Hayley Douglas
Comments		
This is a new risk; work is ongoing.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing firefighter injury, death and legal / financial implications.	Chris Strickland	Health and Safety	15	15
Mitigation activities		Target completion		Owner	
1. Ensure acquisition of competence for new and existing staff is given high priority. 2. Ensure a system of monitoring competence and identifying and addressing weaknesses is established (i.e. no notice exercises, station inspections). 3. Ensure the new system of record for competence (TRaCS) is delivered to the required specification and within timescales. 4. Ensure appropriate resource is provided to support local and national training. 5. Put in place risk assurance review to identify any areas for improvement.		1. Ongoing 2. Ongoing 3. November 2018 4. Ongoing 5. December 2017		1.ChrisStrickland 2. Callum Faint 3. Brennan Morgan 4. Callum Faint 5. Tamsin Mirfin	
Comments					
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that should our relationship with our key system suppliers deteriorate they may no longer be willing to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Look for an alternative means to support the systems. 2. Develop a contingency plan for key systems should the systems fail in their entirety.		1-2. 30 October 2017		1-2. Callum Faint	
Comments					
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.					

5.9 Distribution of all risks across the scoring matrix;

I M P A C T	Very High	5		R011 - Negligence with regards to H&S R109 - National Operational Guidance R114 - Capacity to deliver risk visits to non domestic premises	R074 - Assurance of On-call skills R121 - Inspectorate processes R140 - Operational Competency levels R141 - Key system support	R093 - ESMCP sustainability (Issue)	R094 - Cyber attacks R130 - Unknown impacts of the GDPR
	High	4	R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R046 - Skill sets to deliver Programme R069 - Mis- mobilisation of SFRS R108 - Secure email R119 - Increase in RTCs R115 Fire Safety Requirements and PFI buildings R135 - Grenfell Tower Response - service delivery R136 - Grenfell Tower Response - reputation	R118 - Growth in the County R100 - ICT Shared Service terms and conditions R132 - Major incident impacts normal service delivery	R010 - Lack of Controls around H&S Legislation R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand R137 - Succession planning - Leadership & Management Skills	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP R091 - ICT Shared Service Joint administration R117 - Aging population R133 - Mobilising system not ESN compliant service delivery R134 - Mobilising system not ESN compliant - financial impact (issue)
	Medium	3	R013 - Do not articulate clear plans for long term vision R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation. R071 - Service cuts impact on direction R088 - Horizon scanning for Government initiatives	R033 - Media speculation causes unease R111 - Changing profile of the wholetime Service R087 - Organisational resource control R116 - Support to Peterborough City hospital	R007 - Insufficient funding for the new demands of Government R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans	R001 - Reliance on key staff to deliver the core Service R113 - Declining incidents impact to competence R127 - Succession planning R032 - Lack of resources make goals unachievable	R008 - Insufficient funding for the current Service
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies R089 - Organisational restructure R139 - Workforce Development Capacity	R068 - Changes in the Fire Authority	R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

BIBLIOGRAPHY

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

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

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

Telephone 07900 267944
tamsin.mirfin@cambsfire.gov.uk

DATE: 28 September 2017

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

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

2. Recommendation

- 2.1 The Committee is asked to note the Programme Status Report as at September 2017, attached at Appendix 1.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process action plans for the financial years 2017/18, 2018/19 and 2019/20 have been drafted describing the desired outcomes for key stakeholders at the end of each of those financial years.
- 4.2 The key stakeholders have been identified as;
- citizens of Cambridgeshire and Peterborough,
 - firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,

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

5. Progress Report on Corporate Projects 2017/18

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

BIBLIOGRAPHY

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

Type 3 Projects

Project	Issues	Successes	Project Performance	
Project name change Oct 2016 P072 Combined Fire Control (CFC) Mobilising Solution upgrade. Project Sponsor: Matthew Warren Project Manager (PM): John Barlow Lead Member: TBC Planned Completion: Oct 2016 Feb 2015 April 2015 Aug 2015 Q1 2016 Q2 2017 Overall Status: Red	<ul style="list-style-type: none"> All non-essential 4i preparatory activities have been suspended, pending outcome of discussions between Remsdaq Senior Management and CFRS Deputy Chief Executive. 		Board	
			Team	
			Budget	
			Risk	Likelihood of project success
			Controls	
			Timescales	Now at intolerable delay

Project	Issues	Successes	Project Performance	
P105 General Data Protection Regulation (GDPR) Implementation Project Sponsor: M Warren PM: John Fagg Lead Member: Completion date: May 2018 (First phase) Phase 2 – May 2019 Overall Status: Green	Project continues to have significant resource implications & will impact across the whole organisation.	Several policies drafted for approval at Information Governance Board in Oct. 3 working groups set-up to focus on key areas. Others to follow. Data questionnaires completed by departments. Sample Data Protection Impact Assessment (DPIA) completed by Media & Comms. Foundation Level training for Head of Group scheduled – 16 attending. Work streams being run as workshops & will feed into the Board.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Timescales very tight
P104 Implementation of Wholtime (W/T) Shift System Project Sponsor: Rick Hylton	New appliances will not be in the county for 01/01/18 – contingency plans created.	On track. 2 north & 2 south Fire Stations identified for initial location of roving pumps. Steve Beaton working with	Board	
			Team	
			Budget	In planning
			Risk	In planning
			Controls	In Planning

Business Development Programme Status Report**September 2017**

Project	Issues	Successes	Project Performance	
PM: Jon Anderson Lead Member: Completion date: Jan 18 Overall Status: Green		Gartan. Stuart Smith leading on resources & appliances Day crewing review completed/ negotiated. Rejected by Fire Brigades Union. Project to be closed down. STEP changes required to Wholetime shift processes. Raymonda Todorova to link with Steve Beaton.	Timescales	

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Document #: 85817 Version:70

Author_Id: JACKIE.WATSONO

Project	Issues	Successes	Project Performance	
P073 Asset Management Software Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead Member: Completion date: Options Appraisal/Business Case: October 2014 Finance model complete: Jan 2016 Stage 2 Fleet & Equipment Implementation: June 2017 Dec 2017 Stage 3 Property June 2018 tbc Stage 4 ICT Dec 2018 tbc Overall Status: Green	<ul style="list-style-type: none"> Tablet – Due to issues with the Microsoft System Centre Configuration Manager (SCCM) the tablets could not be built using this method and had to be configured manually. Input of the inspection data has proved to be more complex than expected and hence taken more time. This is a one off exercise and is expected to be complete W/C 22nd September. 	<ul style="list-style-type: none"> Pilot at Dogsthorpe started on 16th August with the crews all being trained in how to use the tablet and the software. The Inventory process has already identified weaknesses in the current process and adds accountability to the process for all the watch The reports are being developed as needs are identified. Project Board are currently discussing the ongoing areas of the Service that are to be implemented and prioritised. First appliances will be fitted with the docking stations W/C 2nd Oct. The rollout will align with the MDT project. Dogsthorpe, Cambridge, Huntingdon and Chatteris will be fitted and crews trained during Oct. 	Board	
			Team	
			Budget	
			Risk	
			Timescales	
			Controls	

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Business Development Programme Status Report

September 2017

Project	Issues	Successes	Project Performance	
P084 Review of Reporting PM: Nicola Smith Project Sponsor: T Mirfin Lead Member: Completion date: Gap Analysis Nov 2015 – complete Project re scoped March 2017 ESR #467313 Stage 2 April 2018 Overall status: Green		<p>The review of Excel Spreadsheets progressing well. Over 50 spreadsheets have been identified as reportable through other means.</p> <p>Plans being put in place to build dynamic reports that can be run any day, with minimal intervention from the users to collate or display the data.</p> <p>The new analyst has settled into the team well and has developed a dashboard for the Incident Recording System (IRS) manager to assist in monitoring the workload of the IRS Quality Assurance team.</p>	Board	
			Team	
			Budget	
			Risk	Challenging access to data sources is reducing but still being monitored.
			Controls	
P089 ESMCP (Emergency Services Mobile Communications)	<ul style="list-style-type: none"> Programme recalled to present to Public Accounts Committee. 		Timescales	
			Board	
			Team	
			Budget	

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Programme) PM: Emma Graham Project Sponsor: Matthew Warren CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. Status: Amber ESMCP cont.....	<ul style="list-style-type: none"> Announcement that transition will not commence during 2018. Police review of project intimates that completion may not be until late 2021. Integrated Communications Control System (ICCS) upgrade costs for Emergency Service Network connectivity contravene procurement limits; Home Office advised accordingly that there is a high likelihood of a tender process being required. No devices available/no solution to air to ground cover/no solution to transportation in London. 		Risk	
			Control	
			Timescales	Deviation Report will be drafted once formal notification of timescales is received from Home Office. New schedule expected Oct 2017.
P088 On Call Project Stage 2 PM: Gary Mitchley Project Sponsor: Rick	Strategic stations have been reviewed as part of the Integrated Risk Management Plan (IRMP).The outcome will	Alternative Appliances – Project Board have approved the procurement of three alternative appliances as a trial. We are	Board	
			Team	
			Budget	
			Risk	

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Business Development Programme Status Report

September 2017

Hylton Lead Member: TBC Completion Date: Stage 1 Feb 16 Stage 2: May 31st 2016 Stage 3: Alternative Appliances Jan 2018 Jan 2019 Alternative Crewing On call standby's March 2017 Alternative Crewing W/T Secondary Contracts On Hold Status: Green	be discussed at the next Project Board to identify which stations are to be deemed strategic.	aiming for them to be on the run by early 2019. They will be located as 2 nd aways at A21, B05 & B13. Alternative Crewing – formalised On Call standby process up & running. Work finalised with exception of additional STEP process. Ongoing discussions with STEP Team to work through & create process for Standby activities. – Duties being monitored in the interim.	Control	
	Alternative crewing models:- Currently Secondary contracts for WT(wholetime) staff to crew On Call appliances is not being pursued as there are sufficient On Call staff to support On Call standbys however this will remain under review.		Timescales	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Completion date: June 2019 (via VEAT Notice May 2017) Overall status: Amber	CFRS will not have representatives on the EastNet evaluation panel due to inability to meet the large commitment of time required. Outcomes are being closely monitored by Head of ICT.	A Voluntary Ex-Ante Transparency Notice (VEAT Notice) has now been issued. Agreement to the extension of the existing contract until Dec 2019 has been gained. The OJEU process has started and is now progressing to plan.	Board	
			Team	
			Budget	
			Risk	Collaboration / financial risk
			Controls	Currently reliant on CCC/LGSS for progress
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren	The project was delayed over the summer due to resourcing issues in ICT.	The server build for Bedfordshire is complete; Cambs will be using the Beds install of Skype for	Timescales	
			Board	
			Team	Team established for current stage

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Business Development Programme Status Report

September 2017

/Z Evans PM: Sarah Newton Lead Member: N/A Completion Date: Sept 2018 Overall status: Green	Stage 2 is now scheduled to complete a month late but the overall project is on track to complete as planned.	Business (SfB). Modality will be working with us for the next 6 weeks to install the SfB software, setup the telephony gateways and configure the system. In October -plan to pilot the telephony in Bedfordshire and Instant Messaging & presence in Cambs.	Budget	
			Risk	
			Controls	
			Timescales	Stage 2 (final design and planning) due to complete Sept 17 Oct 17

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Project	Issues	Successes	Project Performance	
P076 Virtual Desktop Infrastructure Project (VDI) Project Sponsor: M Warren PM: Stuart Grey Lead Member: Cllr S Bywater Completion Date: Rollout commence Q3 2014 Stage 1 FF Jul 15 Stage 2 Nov 2015. Stage 3 closed Jan 16. Sept 2016. Completion July 2017. Overall status: Green Application virtualisation (APPV) incorporated	<p>There are a few outstanding activities that will be followed up including:</p> <ul style="list-style-type: none"> Migrate one remaining user Migrate Major Incident Command Area (MICA) and Incident Command Unit (ICU) accounts Disable station generic accounts Decommission Citrix farm <p>The last two of these cannot be complete until the old fleet and asset databases are no longer in use.</p>	<ul style="list-style-type: none"> All staff (bar 1) are now able to use VDI All suppliers are remoting in using VDI accounts The old Citrix Access Gateway has been decommissioned The end project report for Cambs has been drafted. New project to start at end of 2017. Brief to go through ICT Strategy Board. Pre work undertaken & brief being drafted. 	Team	
			Board	Joint Board with BFRS
			Budget	On Target
			Risk Controls	
			Timescales	
Redevelopment of Yaxley Fire Station Project Sponsor: Chris Strickland Project Manager: Kevin Napier Lead Member: Cllr D Over Completion date: May 2017 Overall status: Close down		<p>End Project report completed & approved by Project Board. Report presented to Programme Board in Sept. Budget will remain open whilst retention on capital investment throughout the snagging period (12 months).</p>	Board	
			Team	
			Budget	
			Risk Controls	
			Timescales	Project Complete

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Business Development Programme Status Report

September 2017

Project	Issues	Successes	Project Performance	
Huntingdon Property Consolidation Project Sponsor: M Warren PM: Stuart Grey. Lead Member: Completion Date: Options Appraisal/Business Case – Oct 2015 Approval of Concept Design 15/03/2016 Planning Permission Completion (Build) Overall status: ON HOLD		No update as the project is paused whilst alternative options are reviewed – being managed as a collaborative project with the Police.	Team	
			Board	
			Budget	
			Risk	
			Controls	
			Timescales	
Huntingdon Crewing Project PM: Jon Anderson Project Sponsor: Chris Strickland Completion Date: Oct 15 May 2016 FA Paper Oct 2016 FA Paper Status: To be closed.		Formed part of the W/T shift system negotiations. End project report being drafted.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Type 2 Projects

Project	Issues	Successes	Project Performance	
CFRMIS (Community Fire Risk Management Information System) Project Sponsor: Jon Anderson PM: Stuart Grey Lead Member: N/A Completion date: TBC Overall Status: Green	The progress of this project will be determined by the availability of key staff. Availability of key staff has proven to be an issue and workshops have been further delayed until Oct.	Project priority lowered due to other key projects across the Service. CFRMIS application is to be trialled on the new Asset Management tablets to assist with the Roving Pump project.	Board	
			Team	
			Budget	Budget yet to be identified & agreed
			Risk	
			Controls	
			Timescales	Project slowed down due to availability of key personnel
Training Recording & Competency System (TRaCS) Project Sponsor: M Moore PM: Bren Morgan Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Stage 2: CompletionQ4 2018 Overall Status: Green TRaCS cont....	Control not able to provide training content. A potential significant issue. B Morgan and B Quail to meet with Combined Fire Control (CFC) Training Officer to discuss in more detail and ensure control are sighted on the implications of the proposed position. There are potential significant cost implications to this. Work ongoing to resolve issue.	Application Support Group (ASG) has recruited Richard Newton to work with B Quail. Project on track. A model has been built for control (further work required, still an issue).	Board	
			Team	
			Budget	
			Risk	Control Training records
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
Co-Responding Project Sponsor: Rick Hylton Project Manager: Simon Newton Lead Member: N/A Co-Responding Trial End Sep 2016 Nov 2016 Feb 2017 Mar 2017 May 2017 End of July Nov 2017 Overall status: Green	<p>If national pay offer is turned down by Fire Brigades Union (FBU) membership we are likely to be in the position again where the trials will cease.</p> <p>Ongoing national issues prevent us from rolling out the trials further.</p>	<p>Trials continue following a last minute withdrawal of FBU support for the trials being removed. This allowed the trials to continue running awaiting ongoing pay negotiation outcome.</p> <p>CRUSE (bereavement) training in Essex attended by CFRS staff.</p> <p>Excellent feedback received – will look to run courses in Cambs before the year end to out co-responding crews.</p> <p>Proactive engagement by CFRS senior management with EEAST during recent period has limited the reputational damage locally caused by national trials negotiations.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	National trial will be supported until pay settlement announced
(Comprehensive Spending Review) CSR Project Sponsor: Chris Strickland / Matthew Warren Project Manager: Callum Faint Lead Member: Completion Date: Overall status: Green		<p>End Stage Report presented & agreement to pause work until Nov 2017.</p> <p>Project will then be re-initiated.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

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Business Development Programme Status Report

September 2017

Use of Recording Devices & Governance Project Sponsor: Callum Faint PM : Trudi Wilson Lead Member: N/A Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet 30/04/17 Phase 3 Nov 17 Body cams/Drones. Any Body Cam work will be as part of national trial. Overall status: Amber	<p>Awaiting direction from (Chief Officers Advisory Group (COAG) planning, before committing to a tender process.</p> <p>Awaiting the Memorandum of Understanding (MOU) from the Police, to understand the changes required in policy before communicating the availability of a Drone resource</p>	<p>Following the May Board, a Framework has now been identified for Close Circuit Television (CCTV) on the Red Fleet. However neither of the current suppliers are on the Framework.</p> <p>Attendance on CFOA (Chief Fire Officers Association) Body Worn Cameras conference remains on schedule for end of July.</p> <p>A detailed Project Plan has been produced, working with the team. However this was before the Framework option came to light for CCTV. This will need to be re-worked and a subsequent Deviation Report produced. Due to leave and training, this has been delayed now until direction received from COAG</p>	Board	
			Team	
			Budget	Business Case required
			Risks	Potential for changing of priorities within the Service, and PM's availability with the introduction of GDPR (General Data Protection Regulations)
			Control	
			Timescales	

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Project	Issues	Successes	Project Performance	
Review of Rescue Capability PM: W Swales Project Sponsor: R Hylton Lead Member: N/A Completion date: Stage 2 March 2016 Stage 2 completion (date TBD) Overall Status: ON HOLD with exception of IRU/Haz Mat work stream.	Deviation report to be drafted to close down work streams for rescue capability & just take forward the replacement of the Incident Response Unit (IRU). Rescue Capability work will be re-scoped as a new project in Jan 2018.	Chassis and bodywork due to arrive at coachbuilder mid - September for fitting and vehicle building Specifications being finalised with coachbuilder Awaiting anticipated date for delivery into service	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Rescue Capability on hold
P080 SQL(Structured Query Language) Server Database Migration Project Project Sponsor: J Fagg Project Manager: D Reeson Lead Member: N/A	2 risks escalated to the ICT Strategy Board for urgent attention: Currently unable to move NX onto a free Oracle (2 trials unsuccessful) Existing Fleet & Equipment databases on Oracle	Once Asset management & o/s Control performance database are taken off Oracle this project will be closed down.	Board	
			Team	
			Budget	
			Risk	
			Control	

Business Development Programme Status Report

September 2017

Completion Date (new server environment): Sept 2015 Stage 2 Migration work Oct 2016 – May 17 * Deviation Report submitted but timescales still unknown. Overall status: Amber	increasingly unstable and at risk of failing.		Timescales	This project is being driven by 4i & Asset Management projects. Deviation submitted
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Project	Issues	Successes	Project Performance	
P082 Mobile Data Terminals (MDT) Review Project Sponsor: Maurice Moore Project Manager: John Barlow Lead Member: Cllr S Bywater (was a Type 3 project) Completion date: 01/04/16 Sept 2016 31/05/17 15/12/17 Overall status: Green		<ul style="list-style-type: none"> All functionality required now successfully achieved. Imaging sent to prime contractor for completion. iLearn package complete. Training schedule completed. Installation schedule and deployment revised. Pilot scheme to run for 4 weeks prior to main deployment to identify any issues that may impact on delivery. 	Board	
			Team	
			Budget	
			Risk	
			Controls	
Service Headquarters (SHQ) Improvement Project Project Sponsor: M Warren PM: Stuart Grey Lead Member: TBC Completion date: May 2018 Overall status: Green		<ul style="list-style-type: none"> Met with Artelia (Space Planners). Engaged to space plan existing SHQ – will attend Sept/Oct. Their findings will inform work to be undertaken. Business Case to be completed for funding. Tidy up days scheduled to clean out existing offices. 	Timescales	
			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Dependant on high priority projects

Project	Issues	Successes	Project Performance	
Chatteris Fire Station Project Sponsor: M Moore Project Manager: Pete Jones Completion date: Jun 2018 Overall status: In Planning	Brief approved at Prog Board on 19/06. M Moore to assist Project Manager in absence of a Property Manager. Focus consultants contacted ref planning permission Project 'start up' meeting taken place with all stakeholders. Site visit 12 th Sept 2017		Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Type 1 Projects

Project	Comment	Project Performance	
Smartboard Replacement Project Sponsor: J Fagg Project Manager: Rudy Boddington Completion date: Dec 2017 Overall Status: Green	Station surveys completed – information compiled for requirements. Procurement process underway- route to market identified. Specification document completed - Tender documents to be finalised. Slight slippage in schedule but overall project end date not affected. Working with Property Group to co-ordinate work required prior to installation.	Board	
		Team	
		Budget	
		Risk	
		Controls	
		Timescales	Slight delay in finalising tender

Projects on Hold

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

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Glossary

Application Support Group (ASG)
Application virtualisation (APPV)
Cambridgeshire County Council (CCC)
Cambridgeshire Fire & Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
Close Circuit TV (CCTV)
Combined Fire Control (CFC)
Community Fire Risk Management Information System (CFRMIS)
Comprehensive Spending Review (CSR)
Digital Network Service Provider (DSNP)
East of England Ambulance Service Trust (EEAST)
Emergency Services Mobile Communications Programme (ESMCP)
Emergency Services Network (ESN)
Fire Brigades Union (FBU)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
General Data Protection Regulation (GDPR)
Heads of Groups (HofG)
Incident Recording System (IRS)
Integrated Communications Control System (ICCS)
Integrated Risk Management Plan (IRMP)
Incident Command Unit (ICU)
Incident Response Unit (IRU)
Local Government Shared Service (LGSS)
Memorandum of Understanding (MOU)
Major Incident Command Area (MICA)
Mobile Data Terminals (MDT)
NX is the Remsdaq Mobilising System – 4i is the upgrade to this solution
Official Journal of European Union (OJEU)
Project Manager (PM)

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Road Traffic Collisions (RTC)
Structured Query Language (SQL)
Skype for Business (SfB)
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)
Virgin Media Business (VMB)

POLICY & RESOURCES COMMITTEE WORK PROGRAMME**MEETINGS 2017/18**

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

WORK PROGRAMME 2017/18

Thursday 28 September 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 22 June 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 20 July 2017	Rob Sanderson	
	<u>Decision</u> ISA 260 Report (to include Annual Governance Statement and draft Statement of Accounts)	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and	Service Transformation Manager	

	Opportunity Management Register		
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	General Data Protection Regulation Implementation – Project Update	Deputy Chief Executive	
	Work Programme 2017/18	Deb Thompson	
Thursday 14 December 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 28 September 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 12 October 2017	Rob Sanderson	
	<u>Decision</u> Draft MTFS to include Council Tax recommendations	Deputy Chief Executive	
	Probation Policy (to include consultation results and toolkit)	Human Resources Business Partner	
	Equality & Inclusion Compliance Report (to include Gender Pay Gap)	Equality and Inclusion Advisor	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Work Programme 2017/18	Deb Thompson	
Thursday 25 January 2018			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 14 December 2017	Rob Sanderson	
	Minutes of Overview &	Rob Sanderson	

	Scrutiny Committee Meeting 11 January 2018		
	<u>Decision</u> Fire Authority Budget 2018/19	Deputy Chief Executive	Annual
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Integrated Risk Management Plan Update	Assistant Chief Fire Officer Hylton	
	Comprehensive Spending Review Update	Area Commander Faint	Annual
	Work Programme 2017/18	Chairman Deb Thompson	
Thursday 12 April 2018			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Chairman Deputy Chief Executive	
1030	Minutes of Policy & Resources Committee Meeting 25 January 2018	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 29 March 2018	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Work Programme 2018/19	Deb Thompson	
Thursday 28 June 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy & Resources Committee Meeting 12 April 2018	Rob Sanderson	
	Election of		Annual

	Chairman/woman		
	Appointment of Vice Chairman/woman		Annual
	<u>Decision</u> Draft Financial Statements	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	Annual
	Work Programme 2018/19	Deb Thompson	