

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 19 December 2019

15:00hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
 - 2. Declarations of Interest**
 - 3. Minutes of the Policy and Resources Committee held on 17 October 2019** **5 - 10**
 - 4. Action Log** **11 - 14**
 - 5. Minutes of the Overview and Scrutiny Committee meeting held on 3 October 2019** **15 - 20**
- DECISION**

6.	Draft Medium Term Financial Strategy 2020 to 2024	21 - 28
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INFORMATION AND MONITORING

7.	Equal Pay Audit – Update on Work to Progress Actions	29 - 30
8.	Revenue and Capital Budget Monitoring Report 2019-20	31 - 36
9.	Annual Review of the Operation of the ICT Shared Service Agreement	37 - 48
10.	Update Report on the Implementation of the New Mobilisation and Intergrated Control and Communications System	49 - 52
11.	Policy and Resources Committee Work Programme	53 - 56
12.	Exclusion of Press and Public	

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed, information relating to the financial or business affairs of any particular person (including the authority holding that information).

DECISION

13. Relocation of Huntingdon Fire Station and Training Centre

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

14. Date of Next Meeting

30 January 2020

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

Councillor Kevin Reynolds (Chairman)

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

Smith

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

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

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

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

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 17 October 2019

Time: 09:30am - 10:40am

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

Present: Councillors: S Bywater, D Over (Vice – Chairman) T Rogers, and M Smith.

Officers: Matthew Warren – Deputy Chief Executive, Simon Newton - Area Commander, Deb Thompson – Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer and Tamar Oviatt-Ham – Democratic Services Officer.

114. APOLOGIES FOR ABSENCE

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

115. DECLARATIONS OF INTEREST

No declarations of interest were received.

116. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 18 JULY 2019

The minutes of the meeting held on 18 July 2019 were confirmed as a correct record and were signed by the Chairman.

117. ACTION LOG

The Committee noted the action log.

118. EQUALITY AND INCLUSION COMPLIANCE REPORT 2018-19 (INCLUDING GENDER PAY GAP)

The Committee received a report detailing equality progress in the year 2018-19 and the gender pay gap as at March 2019.

Members noted:

- That 402 people attended 66 Fire Safety Business Seminars across the County last year
- That 5,474 Safe and Well visits were carried out of which 74% provided diversity data.

Agenda Item: 3

- Following the recruitment and initial operational training of 21 new Firefighter recruits, a two day community safety module was introduced to their re-integration training.
- That Officers reported at the last meeting about the gender pay gap and a report would be brought back to Committee with an initial proposal in December.
- The RESPECT action plan had shown great progress but there was still greater improvements required.
- The Annual Equality and Inclusion Compliance report would be published on the Fire Authority's Website.

In discussing the report:

- A Member questioned the wording of section one of the report on page 20 of the papers, where it referred to 'All Communities' and then 'Businesses'. Officers clarified that this should read 'All Business Communities' and would be amended. **ACTION**
- Members queried what Q+ stood for at the end of LGBT. Officers clarified that this stood for queer and the + symbol for other which included questioning, intersex, and asexual people. Officers clarified that they would add the meaning to the glossary in the report for clarification. **ACTION**
- Members discussed the numbers of women leaving the organisation and noted that the numbers had risen over the last few years. Officers explained that this had been acknowledged as a concern and that a number of the support level staff had left to progress their careers. There had been no trends identified through the exit interview process and the process had been changed so that individuals could pick who would conduct their exit interview. Members requested further information on where individuals were going. **ACTION**
- A Member queried the use of the wording 'legitimate aim' test under point eight of the report on page 23 of the papers. Officers explained that this was a legal term and gave an example of what this meant in relation to additional allowance responsibility were Officers would review how the allowance compared with the market.
- Members thanked Alison Scott the Equality and Inclusion Advisor, who was due to leave the Authority, for all of her hard work over the past few years.

It was resolved unanimously to:

Agree the content of the Equality and Inclusion Compliance Report 2018/19 (including Gender Pay Gap) and recommend its content to the Fire Authority.

119. INTEGRATED RISK MANAGEMENT PLAN 2020 TO 2024

The Committee considered the draft Integrated Risk Management Plan 2020 to 2024.

Members noted:

- That the same process for pulling the plan together had been used as last year but with increased staff engagement, asking for staff input into the plan.
- The data showed that the number of incidents had increased over the last five years (29% increase) with a 4% increase per 100,000 population. This however indicated that whilst fire numbers had increased this was in correlation to population growth in the County.
- The peak in call outs was in the summer period with secondary fires due to the hot weather.
- There had been an increase in attendance at incidents related to special services and collaboration with other emergency services.
- The vision and strategic risks remained the same but the language used was changing with a focus of availability of On-Call.
- Through staff engagement there had been an appetite to take forward some challenging actions.
- Mobilising technology was a key focus in the next few years due to the anticipated role out of a new communications system.
- Performance measures had been reviewed to take into account how the Office of National Statistics defined Urban and Rural.

In discussing the report:

- Members questioned what the statistics were for call outs when the fire service were then not required. Officers explained that they did not currently report on this but it was possible to report on this in future if required.
- Members discussed collaborative work and questioned whether there was a cost risk to attending fires out of county. Officers explained that Cambridgeshire called on their partners support fractionally more and that this was reviewed regularly in terms of any impacts on response standards. Members queried whether there was a specific budget line for this work. Officers explained that there was a summary line for this in the budget and there were monitoring arrangements in place with partners.

- Members queried whether further investment was required for the On-Call firefighter campaign. A Member gave an example of the investment that had been made at the County Council in relation to the Fostering Campaign which had proven to be successful. Officers clarified that there had been a lot of advertising locally but the issue was that the target audience in mostly rural areas did not work in the vicinity during the day so there was low take up. Members discussed how this could be supported and marketed further and suggested that Officers engaged with Parish Councils to raise further awareness. **ACTION**
- A Member highlighted that under the strategic aims the Combined Authority should be added to the partners under the 'Community Safety Excellence' section.
- Members queried whether there had been any developments in the law in terms of penalties for setting fire to cars. Officers explained that there had been no developments in this area but that this could be raised at the Fire Lawyers Network as a concern. **ACTION**

It was resolved unanimously to:

Approve the Integrated Risk Management Plan 2020 to 2024 and recommend it to the Fire Authority for public consultation.

120. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019-20

The Committee received a report that gave an update on revenue and capital spend as at 30 September 2019.

Members noted:

- That the Authority were going through a process challenging all of the rateable values of properties in terms of rental value and that the overall property budget was expected to balance at year end.

In discussing the report:

- Members queried how the costs were covered for the Assistant Chief Fire Officer secondment to Essex Fire and Rescue Service. Officers explained that this was covered in 5.2 of the report on page 98 of the papers and that Essex Fire and Rescue Service covered the costs with the income shown on the 'other income' line of the budget.

It was resolved unanimously to:

Note the position on revenue and capital spending.

121. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

The Committee received a report that provided an update on the strategic risks of the Authority as at September 2019 and highlighting risks that were considered above the risk appetite of the Authority.

Members noted:

- In the 'Very High' risk category there were four constant risks with an active status including:
 - Targeted Cyber Attacks - there were numerous controls in place monitored by the ICT Service Improvement Plan.
 - Training Centre Review – work was ongoing to consider the options available.
 - Communications Resilience – Ongoing delays with the national project. The Authority had representation on the regional project group and were closely monitoring developments.
 - On-Call leavers – recent developments included the use of On-Call standbys which had been in place for 18 months and had proven to be effective in the retention of On-Call.
- In the 'Very High' event driven risk category, the Health and Safety Risk was being closely monitored and a detailed action plan developed.

In discussing the report:

- Members queried the Authority's relationship with the Environment Agency. Officers explained that as part of the Gold Command all of the key agencies worked together to respond to incidents including severe weather. The Authority had taken part in exercises this year including sending high volume pumps to Bristol.
- Members raised concerns in relation to the ongoing discussions regarding the training centre and the delays in governance. Officers explained that talks were still ongoing and that the Committee would be kept up to date with developments.

It was resolved unanimously to:

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

122. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee received a report that provided an update against the Fire Authority Projects for 2019-20.

It was resolved unanimously to:

Note the Programme Status Report as at September 2019.

123. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

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

Chairman

Agenda Item: 4

**FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE**

Minutes - Action Log

This is the updated action log as at 6 November 2019 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

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

75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options.	M Warren to arrange. Linked to Action 75 above.	Bring forward to early 2020
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MINUTES FROM THE JULY COMMITTEE 2019

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
111.	EQUAL PAY AUDIT – RECOMMENDATIONS AND NEXT STEPS	M Warren	A Member queried whether there was a qualifications bonus. Officers explained that there was for certain roles and there were a number of apprentices that this currently related to. Officers clarified that they would bring the final proposals back to Committee in October.		Action ongoing; update report on agenda for December 2019

MINUTES FROM THE OCTOBER COMMITTEE 2019

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
118.	EQUALITY AND INCLUSION COMPLIANCE REPORT 2018-19 (INCLUDING GENDER PAY GAP)	J Anderson	A Member questioned the wording of section one of the report on page 20 of the papers, where it referred to 'All Communities' and then 'Businesses'. Officers clarified that this should read 'All Business Communities' and would be amended.		Action completed with revised wording
		J Anderson	Members queried what Q+ stood for at the end of LGBT. Officers clarified that this stood for queer and the + symbol for other which included questioning,		Action completed; glossary updated

			intersex, and asexual people. Officers clarified that they would add the meaning to the glossary in the report for clarification.		
		J Anderson	Members discussed the numbers of women leaving the organisation and noted that the numbers had risen over the last few years. Officers explained that this had been acknowledged as a concern and that a number of the support level staff had left to progress their careers. There had been no trends identified through the exit interview process and the process had been changed so that individuals could pick who would conduct their exit interview. Members requested further information on where individuals were going.		Verbal update at December 2019 meeting
119.	INTERGRATED RISK MANAGEMENT PLAN 2020 TO 2024	J Anderson	Members queried whether further investment was required for the On-Call firefighter campaign. A Member gave an example of the investment that had been made at the County Council in relation to the Fostering Campaign which had proven to be successful. Officers clarified that there had been a lot of advertising locally but the issue was that the target audience in mostly rural areas did not work in the vicinity during the day so there was low take up. Members discussed how this could be supported and marketed further and suggested that Officers		Verbal update at December 2019 meeting

			engaged with Parish Councils to raise further awareness.		
		J Anderson	Members queried whether there had been any developments in the law in terms of penalties for setting fire to cars. Officers explained that there had been no developments in this area but that this could be raised at the Fire Lawyers Network as a concern.		Verbal update at December 2019 meeting

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

Date: Thursday 3rd October 2019

Time: 14:00 – 15:00

Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

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

Officers: Jon Anderson – Assistant Chief Fire Officer, Daniel Harris – RSM, Shahin Ismail – Monitoring Officer, Tamsin Mirfin – Service Transformation Manager, Daniel Snowden - Democratic Services Officer, Deb Thompson – Scrutiny and Assurance Manager and Matthew Weller - BDO

69. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillors Gowing, Goodwin, Kindersley and Scutt.

There were no declarations of interest.

70. MINUTES – 28TH MAY 2019

The minutes of the meeting held on the 28th May 2019 were approved as a correct record and signed by the Chairman.

71. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets.

During discussion of the report Members:

- Sought further information regarding fires in prisons and questioned whether it was a nationwide issue and what fire prevention work was undertaken. Officers undertook to provide national information regarding deliberate fires in prisons. Members noted the work of the Icarus programme that sought to address fire starting behaviours with prisoners. The Committee noted that fires tended to occur in spates and fires at Peterborough Prison had decreased. **ACTION [ACFO ANDERSON]**

- Requested that the data relating to killed or seriously injured in road traffic collisions be plotted on a map in order to identify where they were occurring. **ACTION [ACFO ANDERSON]**
- Questioned how the Fire Authority compared with its neighbours regarding the diversity of its workforce. Officers explained that the Authority family group was 2.5% and Cambridgeshire was 3.1%. However this was lower than the national average which was affected by large urban forces.
- Noted that 50% of applicants for vacancies in Combined Fire Control were female which indicated male balance in the role was returning.
- Requested the total number of female operational managers. **ACTION [ACFO ANDERSON]**
- Drew attention to challenging response times and questioned whether the age of appliances had affected them as this had been a factor in Northamptonshire. Officers explained that the age of the appliance fleet was not a factor having only been recently replaced. The greatest factor affecting response times was where people were unable to identify the location of the fire due to rurality. Rural responses were slower however work had been undertaken regarding strategic stations and route modelling which had reduced response times.
- Drew attention to new housing estates where parked cars could impede the progress of an appliance to an emergency and questioned whether concerns could be addressed with planners. Officers explained that the fire service was a statutory consultee on planning applications. Issues tended to occur once houses became occupied and people parked where they should not. It was an issue on older housing estates also and the fire service had leaflets to place on cars that were causing an obstruction.

It was resolved unanimously to:

note the contents of the performance report.

72. EXTERNAL AUDIT LETTER UPDATE

Members received the external audit letter.

During discussion of the report Members:

- Noted the material misstatement contained on page 3 of the report related to an age discrimination case against the Government, the ruling for which was expected in 2020.
- Sought greater clarity regarding the Big Red Button software tool and the significance of the issues identified. The presenting Officer explained that

the tool provided a template set of accounts and included every possible disclosure and therefore required a significant amount of tailoring. Work was planned with the Chartered Institute of Public Finance and Accountancy (CIPFA) who produced the tool in order to refine the tool further.

It was resolved to note the report.

73. INTERNAL AUDIT STRATEGY 2019-20

The Committee considered the Internal Audit Strategy 2019-20 that provided an overview of the current risk profile. Section 2 of the report was highlighted which provided information on individual reviews and would flow through to the Annual Governance Statement.

During discussion Members:

- Drew attention to Appendix B of the report where it was difficult to distinguish between the colours used for Partial Assurance and Reasonable Assurance.
- Highlighted the Partial Assurance rating that was awarded to cyber security and sought further information regarding the actions taken to address the issues raised. The presenting Officer explained that since the audit in 2017/18 there had been seven actions fully implemented, two were in process and the remaining two had not yet been implemented.
- Noted the arrangements for the review process for outsourced internal auditors and further noted that the Institute of External Auditors had been commissioned to review RSM.

It was resolved to note the Internal Audit Strategy.

74. INTERNAL AUDIT PROGRESS REPORT

The Committee received the Internal Audit Progress Report. Members noted the remaining work for the year that had been scheduled. The presenting Officer advised that he would alert Members if anything arose that would affect the year end opinion. It was anticipated that an unqualified opinion would be provided.

Members noted the progress of the annual report through the Committees of the Fire Authority. The Committee also noted that a risk report was presented to the Policy and Resources Committee that provided details of the mitigations and controls put in place.

It was resolved to note the Internal Audit Progress Report.

75. MEMBER LED REVIEW – CAMBRIDGESHIRE FIRE AND RESCUE SERVICE SAFE AND WELL VISITS

The Committee received the Member-led review of Cambridgeshire Fire and Rescue Service Safe and Well visits. The review had been deferred from the previous meeting of the Committee due to an ongoing review of community safety and its structure(s). The purpose of the Member-led review was to ascertain the extent of work currently undertaken by the Service and to maximise its potential to work collaboratively with other agencies.

The Committee noted that 5,250 visits had been carried out in the last 12 months and 7% of those were referred to other agencies for a more detailed assessment.

The presenting Officer drew attention to page 7 of the report that contained observation of service delivery in the St Neots area. In particular, the challenges of currency in respect of data provided by a partner agency (this had resulted in a visit being undertaken to a household where the resident had passed away). Although it presented a risk of distress and embarrassment to staff it was deemed that it was outside of the control of the Service.

Attention was drawn to the report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the conclusions of the report contained at paragraph 10.

Members noted the conclusions of the Member-led review and the benefits of the Safe and Well visits that were being delivered against a background of ongoing internal review and resource pressures.

During discussion Members:

- Welcomed and praised the work of the Safe and Well visits and emphasised their importance in relation to the overall aging population.
- Requested that a comment be obtained from the Executive Director - People and Communities regarding Safe and Well visits to be included in the annual report to the full Fire Authority. **ACTION [DEB THOMPSON]**

It was resolved to consider the findings of the Review Group and note the contents of the report.

76. MEMBER LED REVIEW – APPROACH TO RECRUITMENT

Members were provided an update regarding the Member-led review of the approach to recruitment. The item had been deferred from the previous meeting of the Committee due to the ongoing wholetime recruitment campaign. Members were informed that in excess of 700 applications had

been received for 15 positions. The online application process had been stream-lined in order to reduce the number of steps in the application process. Work was also being undertaken to understand at what point potential candidates dropped out of the recruitment process and the reasons why. The Committee noted the range of activities that had been undertaken with regard to the approach to recruitment and the need to evaluate their impact.

It was resolved to note the update provided.

77. TERMS OF REFERENCE – MEMBER-LED REVIEW OF BEST PRACTICE CONSULTATION WITH REPRESENTATIVE BODIES

Members received the terms of reference for a Member-led review of best practice consultation with representative bodies. The review required the participation of two Councillors and therefore the Chairman proposed with the agreement of the Committee that a request for the second Member be circulated outside of the Committee.

It was resolved to appoint Councillor McGuire to the Member-led review.

78. TERMS OF REFERENCE – MEMBER-LED REVIEW OF HEALTH AND WELLBEING

Members received the terms of reference for a Member-led review of health and wellbeing. The review required the participation of two Councillors and therefore the Chairman proposed with the agreement of the Committee that a request for the second Member be circulated outside of the Committee.

It was resolved to appoint Councillor Harford to the Member-led review.

79. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Overview and Scrutiny Committee work programme.

It was resolved to note the work programme.

CHAIRMAN

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Deputy Chief Executive Officer - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 19 December 2019

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2020 to 2024

1. Purpose

- 1.1 The purpose of this report is to present the proposed draft Medium Term Financial Strategy (MTFS) and associated Financial Plan for 2020/21 to 2023/24.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- a) approve the proposed draft MTFS 2020 to 2024 attached at Appendix 1,
 - b) note the draft financial plan that includes provisional precept estimates,
 - c) approve the proposed draft 2% increase in council tax for consultation.

3. Risk Assessment

- 3.1 **Economic/Political** – the council tax increase must be set at an appropriate level to protect the financial stability of the Authority without breaching any reasonableness criteria that may be imposed by Government in the form of a cap.
- 3.2 **Economic** – there is significant uncertainty around the settlement figures. The MTFS will have to provide flexibility to respond to any variations that may present themselves in future financial years.

4. Background

- 4.1 The Government spending review originally scheduled for publishing in the autumn of 2019 has been delayed. The earliest a review is now likely to be concluded is autumn 2020. This uncertainty, along with the general election on 12 December 2019 has meant the provisional one year settlement figures for 2020/2021 have not yet been announced. All indications, at this time, are that these figures will not be released until the middle of January 2020.

- 4.2 The budget has been built using a continued pay award of 2%. Council tax has been assumed to increase by 2%. As the impact of the grant settlement is unknown the draft budget has been built assuming no increase for the next financial year.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire Authority Estimates 2020/21	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov .uk

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2020 to 2024

1. Introduction

1.1 The Need for a Financial Strategy

- 1.1.1 The financial environment in which the Authority operates continues to be challenging. The Authority may be faced with some difficult decisions as the impact of the next Comprehensive Spending Review (CSR) is properly understood. The Authority will need to prepare in advance of the next CSR to ensure it can respond if further cuts to budget are required.
- 1.1.2 The uncertainty around future funding arrangements beyond 2020, along with council tax capping limits and potential Authority decisions around referendum, all require the Authority to take proactive steps to control its own destiny to mitigate against the threat of having to react to external events.

1.2 Background

- 1.2.1 In developing a financial strategy the Authority must consider the factors that may influence the future needs and plans of the Service.
- 1.2.2 The Secretary of State has set a clear vision that by the end of the CSR period, all Local Authorities will be fully funded locally, from council tax and business rates. The Fire Authority, along with Local Authorities within Cambridgeshire, have agreed to participate in a local Business Rate pool. The 'pooling' arrangement ensures each participating authority cannot be worse off than if they had not participated. The primary aim is for each authority to derive some financial benefit from being in the pool.
- 1.2.3 Government continues to make assumptions and offer guidance around council tax capping limits where they assume they will be increased in line with inflation. This strategy estimates that increases in council tax will be approved by the Authority.
- 1.2.4 The Integrated Risk Management Plan (IRMP) is the primary strategic plan that sets out the aims and objectives for the future. The financial strategy must support the delivery of these aims and actions. Any future CSR programme will continue to focus on the most appropriate options for the Service to mitigate against the impact of future reductions in Government funding and constraints on council tax.
- 1.2.5 Revenue expenditure has been within budget each year for the last four years; this confirms the ability of the Authority to control expenditure.

Considerable time and effort has been spent ensuring that budget holders challenge current expenditure levels and project budgets are fully understood before any commitment is made.

- 1.2.6 The Authority holds reserves that are adequate to respond to the risks it currently faces. Part of this strategy is linked to considering the level of reserves the Authority holds in the medium term. However it should also be noted that these reserves can only be used once and cannot fill an on-going budget gap.

1.3 The Economy

- 1.3.1 This strategy assumes that the economy will continue to grow in the medium term, with inflation in line with the Bank of England target. The continued constraints being placed upon public sector pay increases will also be reflected within any future budgets. However, it should be highlighted that there is increasing pressure on pay awards to be greater from the relevant bodies and the Authority will need to be aware of the impact a sudden upward pressure on pay rates will have. Interest rates will remain low in the short term, with increases expected in the medium term.

1.4 External Factors

- 1.4.1 The county population continues to grow and the strategy must recognise and allow for pressures and potential opportunities.

2. Financial Forecast

- 2.1 The four year financial forecast is included at Appendix 1, along with assumptions. The forecast shows the potential trend of net expenditure, based upon estimated levels and timing of events.
- 2.2 The tax base assumes an increase of approximately 1% year on year thereafter. However given the changes to council tax benefits and the potential impact of this on collection rates, the real impact of these changes will not be fully understood until the end of the financial year.
- 2.3 The Government is committed to the localism agenda and it is assumed that a council tax referendum will still be required for authorities where a 'reasonable' increase is not set. The term 'reasonable' is now largely defined by the Secretary of State who provides council tax capping limits. Currently the limit is suggested as 2%. The long term strategy will work within this limit, unless the Authority specifically approves a revision.
- 2.4 Inflation is based upon Treasury projections, with the exception of pay inflation which has been set at 2% for the medium term in accordance with Government guidance. All fuel inflation is monitored and updated annually based upon latest information.

- 2.5 The budget includes costs for two additional full-time firefighters that have been approved on a temporary basis at day crewed stations. These posts are due to be reviewed after two and continued funding will be dependent on effectiveness of the posts and available funding at the time.
- 2.6 Increase costs of pensions and incremental uplift on professional support staff are the predominant factors for the remaining cost pressures. No turnover allowance for staffing is included within the budget preparation figures to date. If funding varies significantly from that estimated then an allowance for turnover could be utilised.
- 2.7 Saving figures are also shown in Appendix 1. The saving figures to 31 March 2021 are indicative at this stage and will be confirmed prior to the formal setting of the budget. In addition, should funding be significantly different from that forecast then these figures will need re-visiting.

3. The Medium Term Financial Strategy

3.1 Revenue Provision

- 3.1.1 The priorities of the Authority are laid out in the IRMP and Business Development Programmes. Whilst the Authority will seek to accommodate additional requirements, these will be considered against the backdrop of any Government cuts. A project will only progress where a tangible benefit will result and funding exists.
- 3.1.2 The Authority's revenue expenditure plans will be published each year in the Authority's budget book, which will be prepared in association with the IRMP and Business Development Programme and will seek to ensure resources are allocated appropriately. Where there is competition for resources, those areas of the Service directly contributing to the vision of the Authority will take priority, unless there are any overriding factors such as a legal imperative.

3.2 Capital Programme

- 3.2.1 The Capital Programme will be reviewed annually by the Policy and Resources Committee and published in February alongside projected schemes for a further three years. The detailed programme will be presented to the Policy and Resources Committee in January. A summarised programme is attached at Appendix 2.
- 3.2.2 The Authority will seek to identify capital requirements in sufficient time to ensure that its assets are always adequate to support our needs, can be adequately resourced and fully funded.
- 3.2.3 Prior to approving capital schemes, whole life cost details must be considered and how the scheme fits with the Capital Programme and Asset Management Plan.

3.3 Funding

- 3.3.1 The Authority's projected net expenditure is funded from Government grant and council tax.
- 3.3.2 The Government grant is determined by the allocation of a fixed sum across all local authorities.
- 3.3.3 The Authority will continue to monitor the Government's approach to the spending review and the impact of any future change.
- 3.3.4 The level of council tax will be determined each year after considering the short term financial position and an assessment of the long term outlook. The Authority will try to ensure that the level of council tax is sufficient to provide an appropriate level of service without causing the local taxpayer any undue hardship.
- 3.3.5 The strategy to keep council tax at or below 2% will incorporate the utilisation of general reserves whilst factoring in current acceptable increases. If funding significantly changes as a result of the formula review or unforeseen events cause the general reserve to dip below a perceived prudent level, then the impact on increasing this fund to local council taxpayers will not be more than 0.1% per annum.

3.4 Financial Contingency Planning

- 3.4.1 The Authority holds a general reserve to provide contingency against unforeseen events such as a higher than usual level of operational activity or period of industrial action. This reserve may also be used to fund short term delays in realising on-going budget cuts.
- 3.4.2 Earmarked reserves are created to provide a contingency against foreseeable events that have a reasonable degree of likelihood but where timing is uncertain. The major reserves held by the Authority relate to operational Firefighter recruitment to maintain establishment, ill health pension payments and future property development and enhancements.
- 3.4.3 The Authority will insure against relevant risks, taking into account the size of premiums and previous claims experience.
- 3.4.4 The level of working balances will be maintained at a level that provides the Authority's Treasurer with an adequate safeguard against the risk of cash flow interruptions.
- 3.4.5 The Policy on Reserves is attached at Appendix 1, along with a medium term projection.

	Estimate	2020/21	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	Incr. %	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	Incr. %	£'000	£'000	£'000	£'000	£'000
Budget (previous year)	29,777		30,360	30,517	30,254	31,251	32,263
Wholetime Firefighters Pay	254						
Retained Firefighters Pay	56						
Fire Control Pay	31		0	0	0	0	0
Local Government Employees Pay (LGEs)	130		0	0	0	0	0
Other Price inflation	-42						
Inflation	429	1.4%	555	558	553	571	590
LGE Staff	67						
Control Room Staff	66						
Firefighters	237		0				
Operational Activity	-7		0				
Insurances	0						
Capital Charges	-5		170	127	335	0	0
Other	-59		12	21	21	0	0
Budget Variations	299	1.0%	182	148	356	0	0
Service Pressures/Efficiency Savings							
Budget Holder Savings	-145	-0.5%	-580	-969	88	441	468
Service Pressures/Efficiency Savings	-145	-0.5%	-580	-969	88	441	468
Budget Requirement	30,360	2.0%	30,517	30,254	31,251	32,263	33,321
RSG	-2,750		-2,750				
NNDR Related Grant	-2,887		-2,240	-3,816	-3,854	-3,892	-3,931
National Non-domestic Rates	-3,941		-3,980	-4,020	-4,060	-4,101	-4,142
Transfer from reserves	0		0	0	0	0	0
Fire Authority Precept	20,782		21,547	22,418	23,337	24,270	25,248
Tax Base	288,026		289,933	293,147	296,423	299,387	302,381
Band D Tax	£72.15		£74.32	£76.47	£78.73	£81.07	£83.50
Year on Year Increase	1.99%		5.6%	2.9%	3.0%	3.0%	3.0%

Appendix 2

MEDIUM TERM CAPITAL PROGRAMME 2020/21 TO 2023/24

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
CAPITAL EXPENDITURE				
Vehicle Replacement Programme	1,251	2,074	1,600	1,393
Equipment	209	272	195	211
Property Maintenance & Land	1,100	1,077	1,103	848
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	2,910	3,773	3,248	2,802
	0	0	0	0
FINANCED BY:				
Loan	1,603	3,044	2,525	2,135
Capital Receipts	233	457	375	237
Revenue Contribution to Capital Outlay (RCCO)	193	272	348	430
Transfer from Reserves	881	0	0	0
Capital Grants	0	0	0	0
TOTAL RESOURCES	2,910	3,773	3,248	2,802

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren
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DATE: 19 December 2019

EQUAL PAY AUDIT – UPDATE ON WORK TO PROGRESS ACTIONS

1. Purpose

- 1.1 The purpose of this report is to update the Policy and Resources Committee on the work being done to progress the recommendations made in the 2019 equal pay audit.

2. Recommendation

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

3. Risk Assessment

- 3.1 **Political** – there may be political risk in not properly implementing the recommendations from the equal pay audit, particularly given that our commitment to undertaking the audit is set out in the Integrated Risk Management Plan (IRMP) 2017 to 2020.
- 3.2 **Economic** – it is anticipated that there will be on-going costs associated with fully implementing the recommendations from the equal pay audit. It is intended to build these costs into the draft budget for the new financial year.
- 3.3 **Social** – implementing the recommendations from the equal pay audit will demonstrate to both current and prospective employees that the Authority is committed to ensuring equality, transparency and a feeling of fairness across the organisation. As well as directly contributing to our work to recruit and retain a more diverse workforce, research shows that this will also contribute to employee morale and engagement levels.
- 3.4 **Legal** – not pursuing the recommendations in the audit may place the Authority at risk of legal claims from employees that relate to equal pay issues.

4. Background

- 4.1 Members will recall a paper brought to the Policy and Resources Committee meeting in July 2019, providing information about the equal pay audit conducted in the earlier part of the year and the actions that were recommended within the audit report.
- 4.2 The most notable recommendation was to review the management band pay structure for professional support staff (those staff currently paid at grades MB1 to MB5).
- 4.3 Work on this has continued over the past few months; a specialist consultancy was commissioned to advise on the design and implementation of a new pay structure that would address the concerns raised in the equal pay audit report.
- 4.4 Work is currently being undertaken to finalise the details of a proposed new structure. This proposal will be brought for consideration and approval to the Policy and Resources Committee scheduled for January 2020 and subject to their approval, to the full Fire Authority in February 2020.
- 4.5 The proposed new structure is largely developed and full equality analysis is currently being undertaken to ensure that the proposal addresses the recommendations of the equal pay audit, as well as ensuring sustainability of the proposed new pay structure for the longer term.
- 4.6 If approval is given in January 2020 this should enable the proposed introduction date of April 2020 to be achieved, subject to the completion of consultation with representative bodies and/or affected employees.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP 2017-2020	Available online at https://www.cambsfire.gov.uk/media/2266/irmp-document-2.pdf Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Jon Anderson Assistant Chief Fire Officer 01480 444500 jon.anderson@cambsfire.gov.uk
Full report from Equal Pay Audit	Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Sam Smith Head of Human Resources 01480 444500 samantha.smith@cambsfire.gov.uk

Agenda Item: 8

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

Telephone 01480 444619

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DATE: 19 December 2019

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019/20

1. Purpose

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

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

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

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters is being monitored closely this financial year owing to the significant number of leavers and new starters. The Service, after approval from the Policy and Resources Committee on 26 July 2018, created an operational reserve of £975k to ensure crewing levels can be maintained until the current period of high turnover comes to an expected conclusion at the end of 2021. The Service recruited 20 new full-time firefighters in September 2018, with an additional eight new firefighters starting on 1 September 2019. These firefighters are now on operational watches across the county. The financial impact of these new recruits will be an overspend on the full-time firefighter budget at year-end, when a draw down from the operational reserve will be made, as required.
- 5.2 The professional support employee budgets are showing an overall underspend at present; this is owing to staff turnover. The overspend against the Senior Officers pay relates to the Assistant Chief Fire Officer's secondment to Essex Fire and Rescue Service. The income which offsets this cost is included within the 'other income' line. This line is showing a significant increase to date for the year.
- 5.3 Fire allowances is expenditure relating to our flexible duty officers who provide operational officer cover and response. At present, we are running above budgeted levels owing to sickness. We also have a number of additional officers where shadowing arrangements are in place whilst they are assessed for competency. This overspend will also be charged to the operational reserve at year end.
- 5.4 The 'premises' budget is currently underspent by £42k. There is a small cost pressure against rent and rates resulting from a change in the rateable value of Chatteris fire station. We are going through a process of challenging all of our rateable values with the hope that some will be appropriately reduced. The overall budget for property is expected to balance at year end.
- 5.5 The transport costs are underspent by £76k. Within this figure is an overspend relating to On-Call stand-by mileage where we use On-Call firefighters to crew appliances across the county.
- 5.6 The 'supplies and services' budget is showing an underspend of £620k. This underspend largely relates to IT and communication equipment, where contractual payments are not running in accordance with the anticipated spending forecast to date this year.
- 5.7 To the end of November 2019, there was an underspending of £100k against the 'operational fire' budget. This relates to On-Call and is owing to the continued challenge of recruiting On-Call firefighters.

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 2019 - 2020					
		Original Budget	Adjustments	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	2,335	478	2,813	2,423
Land & Buildings	6.3	1,210	430	1,640	838
Equipment	6.4	292	30	322	126
IT and Communications	6.5	350	331	681	48
		4,187	1,269	5,456	3,435
Financing		0			
Capital Receipts		-262	0	-262	0
Loan		-2,088	0	-2,088	0
Grants		0	0	0	0
Capital Grants Reserve		0	0	0	0
Application of Capital Reserve		-881	0	-881	-1,210
Revenue Contribution		-956	-1,269	-2,225	-2,225
		-4,187	-1,269	-5,456	-3,435

6.2 This budget covers the purchase of operational and non operational vehicles. The adjustment relates largely to carried forward funding relating to there being a supplier delay in accepting orders for new vehicles. The major area of expenditure within the vehicles budget will be the purchase of two aerial appliances.

6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided to enhance the training facilities for Wisbech and St Neots. Further improvements and enhancements to both these facilities have been identified as a result of condition surveys undertaken as part of the collaboration work with the police; Wisbech will be prioritised to ensure it is also suitable to accommodate the revised day crewing shift arrangements. Formal quotations are being sought with regard to these works and the Committee may be asked to approve a drawdown from the reserve to fund in advance of next years capital programme.

6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.

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

BIBLIOGRAPHY

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

Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		12,602,140	8,397,223	8,434,879	37,656	0%
Control Room Staff		1,548,880	1,029,071	1,054,692	25,621	2%
Local Govt. Employees		3,593,000	2,493,166	2,389,532	-103,634	-4%
Senior Management (Hay)		2,989,751	1,994,432	2,064,016	69,584	3%
Recruitment & Training		640,045	410,266	313,652	-96,614	-24%
Fire Allowances		486,870	317,651	367,299	-49,648	16%
EMPLOYEE COSTS	5.1 - 5.3	21,860,686	14,641,809	14,624,071	-17,738	-0
Property Maintenance		363,848	231,131	218,843	-12,288	-5%
Insurance		201,740	201,740	190,947	-10,793	-5%
Energy Costs		305,410	184,956	157,143	-27,813	-15%
Cleaning		159,581	97,513	91,038	-6,475	-7%
Rents & Rates		688,730	688,730	704,263	15,533	2%
PREMISES	5.4	1,719,309	1,404,070	1,362,233	-41,837	-0
Car & Cycle Allowances		69,110	46,051	59,818	13,767	30%
Vehicle Running Expenses		289,511	193,337	117,793	-75,544	-39%
Vehicle Insurance		158,370	147,576	133,360	-14,216	-10%
TRANSPORT AND MOVEABLE PLANT	5.5	516,991	386,964	310,971	-75,993	-0
Office Expenses		354,636	237,394	164,858	-72,536	-31%
IT & Communications Equip.		2,284,717	1,803,313	1,388,605	-414,708	-23%
Fire Equipment		325,411	205,421	158,502	-46,919	-23%
Uniforms & Clothing		535,180	405,506	343,333	-62,173	-15%
Other Supplies & Services		1,251,783	750,037	726,760	-23,277	-3%
SUPPLIES AND SERVICES	5.6	4,751,727	3,401,671	2,782,059	-619,612	
CONTROLLABLE EXPENDITURE		28,848,713	19,834,514	19,079,333	-755,181	-4%
Other Income		-1,325,283	-711,424	-944,377	-232,953	33%
Other Government Grants		-1,804,548	-1,618,709	-1,618,709	-0	0%
CONTROLLABLE INCOME		-3,129,831	-2,330,133	-2,563,086	-232,953	
NET CONTROLLABLE EXPENDITURE		25,718,882	17,504,381	16,516,247	-988,134	-6%
Debt Charges		2,141,741	75,226	54,467	-20,759	-28%
External Interest		-90,000	-26,145	-46,689	-20,544	79%
CAPITAL FINANCING		2,051,741	49,081	7,778	-41,303	
Pensions - Lump Sums		632,940	421,918	411,292	-10,626	-3%
Operational Fire Budget		3,139,433	2,052,383	1,952,528	-99,855	-5%
SAFETY-NETTED EXPENDITURE	5.7	3,772,373	2,474,301	2,363,820	-110,481	
NET EXPENDITURE		31,542,996	20,027,763	18,887,846	-1,139,917	-6%

TO: Policy and Resources Committee

FROM: Head of ICT – John Fagg

PRESENTING OFFICER(S): Head of ICT – John Fagg

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DATE: 19 December 2019

ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT

1. Purpose

- 1.1 To provide the Policy and Resources Committee with a report on the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4) for the period 1 April 2018 to 31 March 2019, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

2. Recommendations

- 2.1 The Committee is asked to;
- consider the outcomes of the fourth annual review of the operation of the ICT Shared Service Agreement,
 - note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

3. Risk Assessment

- 3.1 **Economic** – although taking advantage of more efficient ICT systems and solutions involves an upfront financial outlay, once in place, their proactive and robust management can be linked to many economic benefits. The existence of the ICT Shared Service Agreement is a mechanism through which such benefits can be realised.
- 3.2 **Technological** – new systems and solutions lead to improved services for all stakeholders whilst bringing new challenges and a requirement for a myriad of skill sets to meet them. The ICT Shared Service recognises the need to remain focussed yet flexible and regularly review its structure to meet these challenges.
- 3.3 **Legislative** – the Service recognises the need to retain and embed existing quality standards, using them to drive business change. The Authority must remain legally compliant and make the necessary provisions to meet changes such as the General Data Protection Regulations.

4. Background of the ICT Shared Service

- 4.1 On 22 October 2013 Cambridgeshire and Peterborough Fire Authority authorised an ICT Shared Service Agreement with Bedfordshire Fire and Rescue Authority for a term of five years. This agreement, made on 31 October 2013, included establishing an ICT Shared Service Governance Board to provide oversight and management control of the services delivered to both Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service (BFRS). This agreement has since been extended for a further five year period.
- 4.2 The ICT Shared Service Governance Board meets on a quarterly basis to consider and oversee the quality and delivery of services, consider prioritisation and new work streams. The Board consists of the Deputy Chief Executive (CFRS), Assistant Chief Officer (BFRS) and Head of ICT from both services as well as the ICT Shared Service Delivery Manager.

5. ICT Shared Service Agreement and Review

- 5.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.
- 5.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix 1.
- 5.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Authority accordingly.
- 5.4 This report puts forward the summary of the review for the third year covering 1 April 2018 to 31 March 2019.
- 5.5 The review covers the following areas as set down in Schedule 4 of the Agreement;
- the quality of the shared service,
 - the effectiveness of budgetary and financial management arrangements,
 - the effectiveness of systems, processes and procedures,
 - development in legislation and policy guidance,
 - planning for the development of the shared services.

6. Executive Summary of the Review of Operations 1 April 2018 to 31 March 2019

- 6.1 The ICT Shared Service function has continued to achieve its original aims, delivering identifiable improvements to the day to day ICT service provision and development of the technology environment for CFRS.
- 6.2 The restructure of the ICT Shared Service was completed successfully during this reporting period and staff have migrated to their new roles. A number of staff did leave the organisations because of the restructure but the majority of vacancies were filled fairly quickly. The restructure has proved successful in building

resilience and added some capacity to the areas under pressure. The differences in salaries and terms and conditions between staff employed by each Service continue to cause frustrations amongst staff and add a layer of complexity for managers.

- 6.3 It has been a busy year for the ICT Shared Service and they have successfully delivered a number of key projects. This has resulted in a general increase in customer satisfaction across the Service. The staffing costs have remained consistent with last year.
- 6.4 The demand on the resources of the ICT Shared Service continues to be a challenge. It is essential that all new projects are properly considered and individually resourced to ensure demands on the ICT Shared Service are manageable.

7. The Quality of the ICT Shared Service and Progress towards its Aims

- 7.1 The quality of the ICT Shared Service is reviewed throughout the year through the ICT Shared Service Governance Board, including the extent to which the aims and outcomes of it have been met and its effectiveness. The quantitative aspects of the ICT service are a measure of its adherence to Service Level Agreements (SLA's) and Key Performance Indicators (KPI's) as well as Customer Surveys and monitoring of project delivery.

8. Customer Focus

- 8.1 One of the key aims has always been to embed customer focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both organisations. Establishment of the annual customer survey underpins our customer focus aims and provides us with objective data which is then used to formulate any consequential action plans for the forthcoming year.
- 8.2 Last year the annual Customer Satisfaction Survey undertaken in CFRS showed a drop for the first time in all areas. This was at a time when the ICT Shared Service was going through the restructure. It is positive to see that the survey this year has seen an improvement across the majority of areas and although not back to 2017 levels, improvements are continuing.
- 8.3 The table on the following pages show the results of the customer surveys prior to the ICT Shared Service (2010) and since the ICT Shared Service formed. The stated score is the average score for each question with possible answers in the range 1 – 7. The questions have been derived from SOCITIM (The Society for IT Managers in the Public Sector) surveys undertaken in the past nationally so as to standardise and benchmark externally in future should national surveys be undertaken again.

Annual Customer Survey Results (CFRS only)

Question	2010	2014	2015	2017	2018	2019
The ICT Service is important to you	5.9	6.54	6.35	6.30	6.1	6.4
The ICT systems are available when you need them	4.6	4.97	5.28	5.88	5.1	5.5
The ICT systems are generally reliable	4.3	4.0	4.67	5.44	4.6	5.1
The speed of the ICT systems are acceptable	3.4	3.01	3.91	4.76	3.4	4.5
You have had sufficient ICT training	4.3	4.41	4.78	4.85	4.5	4.3
The ICT team responds to your problems quickly	4.4	4.53	5.29	5.95	5.4	5.5
The Service Desk keeps you informed of progress	5.0	4.81	5.15	5.74	5.4	5.4
The support from ICT meets your needs	4.6	4.56	5.2	5.89	5.5	5.5
ICT staff have a high level of technical competence	4.9	5.17	5.53	5.92	5.6	5.7
ICT staff are easy to contact when needed	4.2	4.56	5.03	5.84	5.3	5.4
ICT staff are able to diagnose problems accurately	4.7	5.06	5.23	5.78	5.4	5.5
ICT staff have helpful attitudes	5.0	5.81	5.88	6.18	5.9	5.9
You know what level of support to expect	4.7	4.97	5.38	5.84	5.7	5.6
ICT support is available when you need it	4.1	4.43	5.21	5.67	5.1	5.3
ICT effectively supports the FRSS strategic objectives	4.4	4.48	4.69	5.5	5.1	5.1
ICT provides you with accurate information	4.6	4.76	4.84	5.71	5.3	5.4

You have a good working relationship with ICT	4.9	5.29	5.69	5.99	5.6	5.9
Good communication channels exist with ICT	4.5	4.32	4.71	5.39	5.2	5.3
Your overall opinion of the quality of the ICT service	4.5	4.58	5.1	5.9	5.3	5.5
Your overall satisfaction with the ICT service	4.4	4.36	4.93	5.86	5.1	5.5

9. Successes

9.1 Despite the difficulties of the restructure and staff turnover, the ICT Shared Service has delivered a couple of large system upgrades during the reporting period. A successful project to upgrade the server and storage infrastructure in both the CFRS and BFRS data centres was successfully completed on time and budget at the end of 2018. This was followed by a successful migration to the new supported virtualised desktop environment, replacing the previous unsupported and obsolete system. A number of performance issues were initially experienced by staff but these were successfully resolved. The provision of Office 2016 on a Windows 10 desktop was provided as part of this latter project; this has also provided Skype for Business to all users.

10. The Effectiveness of Budgetary and Financial Management Arrangements

10.1. The review included the effectiveness of arrangements to ensure appropriate monitoring of budgets and financial management of the ICT Shared Service. Financial arrangements cover costs associated with;

- FTE staff costs including individual consumption by each respective fire service and joint consumption,
- use of temporary agency staff,
- joint procurement opportunities aimed at reducing costs,
- monitoring at six monthly periods the apportionment of staff costs.

10.2 Costs are subject to each organisations own approval process including ICT Shared Service joint projects and temporary agency staff. A framework for accounting for time and costs is in place and end of year procedures for cross charging are undertaken and reviewed by the ICT Shared Service Board. The table below shows the total costs for ICT Shared Service staff including agency staff. Bedfordshire Fire Service costs are shown here as a comparison. The costs for both services remain very similar to last year.

April 2018 to March 2019	BFRS	CFRS	Total
Total costs ICT Shared Service Team	£503,888	£504,026	£1,007,914

11. Time split between Services

- 11.1 The consumption of staff resources by each service has a direct impact on annual costs and as such are scrutinised as part of the annual review. The demands placed onto ICT compared to staff available show that a lean environment exists. The shared service arrangement effectively provides a method of financial risk mitigation in that, where a service consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of over-supply of ICT resources.
- 11.2 The original expectation was that the resource demands on the ICT Shared Service from each service would be split roughly 65:35 between CFRS and BFRS, with CFRS taking the larger amount. This was based on the number of sites in each service as well as the larger user base in CFRS.
- 11.3 To date this expectation has not proved accurate. During the initial years BFRS consumed more resources than CFRS. In recent years, more joint activity has been undertaken with the current split of activities approximately 50:50. Additionally, the restructure and locating of all ICT Shared Service staff to Cambourne has started to provide a more appropriate split of resources.

12. Use of Agency Staff

- 12.1 In order to ensure continued delivery of service and adequate support to projects, existing staff resources have been augmented at times with agency staff with specialist skills or to cover vacancies. Due to the inability to recruit to the server engineer role reliance on a contractor to fill that role has continued. However the contract for this post will be terminated at the end of the year as an existing member of the support team has been successful in securing the position.

13. Capital Investment

- 13.1 Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.
- 13.2 An asset inventory is maintained by the ICT Shared Service with a contracts database being maintained by each organisation. Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale. Procurement is undertaken by CFRS and BFRS procurement teams through their respective controls and systems. Agreements are in place through these teams for one service to lead and contract on behalf of the other where this is appropriate and beneficial.

14. The Effectiveness of Systems, Processes and Procedures

- 14.1 Systems, processes and procedures, including KPI's are in place and the ICT Shared Service adopt best practice by aligning to the ITIL (Information Technology Infrastructure Library) framework. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.

- 14.2 Audits of the ICT functions are conducted by the Information Governance Manager in CFRS and also by third parties as part of the ISO27001 accreditation.

15. Project Delivery

- 15.1 The ICT Programme Board continues to manage the project work being undertaken by the ICT Shared Service. The Board comprises the Heads of IT for each organisation, ICT Shared Service Delivery Manager, ICT Shared Service Project Manager, ICT Shared Service Infrastructure Manager and the ICT Shared Service Support Manager.
- 15.2 The role of the Board is to review the progress of projects underway and to agree the scope and schedule of new projects. The Board reports to the ICT Shared Service Governance Board for agreement and decisions on priority and resourcing.
- 15.3 It is apparent that there is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver all large projects. To enable IT projects to be successfully delivered additional resources are made available and costs included within the initiation process of new projects.

16. Development in Legislation and Policy Guidance

- 16.1 The Heads of ICT work with the ICT Shared Service Manager to identify and address developments in legislation and align policy to guidance. No new legislation has been introduced this year that impacts on ICT service delivery.

17. Planning for the Development of the Shared Service

- 17.1 **Establishment** - the restructured ICT Shared Service went 'live' on 1 Aug 2018 and the transition of staff to the new roles and responsibilities was largely successful. A number of staff did decide to move on and generally we were successful in recruiting to the vacant positions. However we have continued to experience difficulties in recruiting to the server engineer post, primarily due to salary constraints.
- 17.2 Transition of knowledge to the new functions has continued throughout the year, with the new structure of the ICT Shared Service providing more resilience than previously.
- 17.3 The retention and development of the ICT apprentice has enabled him to provide invaluable assistance initially to the support function and more lately within the network team. The concept of bringing junior staff in on an apprenticeship and developing them for permanent roles within the ICT Shared Service has now been proven as a successful strategy moving forward.
- 17.4 **Transport** - as a result of the restructure, the number of pool cars available to the ICT Shared Service has been reduced from six to five. Three of the cars are provided by CFRS and two by BFRS. The number of vehicles is proving adequate at present to travel around the sites as necessary to address incidents and attend meetings.

- 17.5 **Terms and Conditions** - the variances in terms and conditions between the two organisations continue to cause frustration amongst staff and complicate the role of managers; unable to reach an agreement on the harmonisation of terms and conditions during the restructure, this continues to be a problem.
- 17.6 **Resilience** - the resilience of the ICT service has been improved by the restructure of the ICT Shared Service. Since the restructure it has been possible to provide better 24x7 support with both network and server engineers on call at any time. This has improved the response and resolution of problems experienced out of normal hours.
- 17.7 The move to Cambourne has improved resilience through improved interaction between the teams of the ICT Shared Service with less isolation. Often problems require input from different teams to resolve and this is made far easier with the majority of staff being in the same place.
- 17.8 The merger of the support team and Service Desk has improved resilience by broadening the knowledge base amongst the team and enabled more flexible deployment of engineering resources. Resources can be moved and utilised as demand requires. It has also helped to improve both response to and resolution of incidents.
- 17.9 **Governance** - the ICT Shared Service is governed through the ICT Shared Service Governance Board. The Board meets on a monthly basis to monitor progress. Both partners have established organisationally focussed ICT strategies which are underpinned by an ICT Shared Service Technical Response Plan.
- 17.10 A key challenge for the Governance Board is to manage the expectations of each organisation. Demands on resources are sometimes individual to a services business priorities and risk appetite. Therefore the Board looks to align business priorities, remove conflicts and align work streams and funding availability to maximise the benefits of a shared service.
- 17.11 The KPI reports showing performance against the ICT Shared Service Catalogues are published monthly. The reports detail performance for each organisation on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.
- 17.12 **Changing technology** - the next major technology challenge for the ICT Shared Service will be the migration of both organisations into the cloud with the adoption of Microsoft 365. CFRS will migrate to SharePoint Online in the first half of 2020 to enable the removal of the current document management system. This will go some way to mitigate the substantial increase in Microsoft licencing costs while introducing new ways of working to assist with collaboration activities.
- 17.13 This will be extremely challenging for the ICT Shared Service. All ICT staff will require development of their technical skills to enable them to establish the environments to industry standards while maintaining both security and accessibility of users and data. Expert third party support is likely to be required given the size of the change.
- 17.14 With these changing technologies the ICT Shared Service will be placing a large emphasis on maintaining the security of data and protecting against ever increasing cyber threats.

18. Conclusion

- 18.1 The review of the operation of the ICT Shared Service has demonstrated that progress has been made in developing services and improving technology provision. A number of issues still exist with regard to recruitment and parity in terms and conditions and possible solutions will be explored further during the next reporting period.
- 18.2 The restructure of the ICT Shared Service has predominantly delivered the expected benefits of increased resilience and improved capacity in the areas of most demand, whilst staffing costs have remained similar to last year. Although a dip in user satisfaction with the ICT Shared Service was experienced last year, staff expectations and opinions of the service have now started to return to previous levels.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
ICT Shared Service Governance Board Schedule 4 Agreement	Hinchingsbrooke Cottage Brampton Road Huntingdon	John Fagg Head of ICT john.fagg@cambsfire.gov.uk

Schedule 4**1. ICT Shared Service Governance Board****1.1 Establishment**

The Parties shall establish an ICT Shared Service Governance Board with the functions and powers set out in this Schedule. The Board will not be responsible for the day to day operation of the shared services, which will remain the responsibility of the ICT Service Delivery Manager.

1.2 Role

The Role of the ICT Shared Service Governance Board shall be to;

- 1.2.1 ensure that the ICT Shared Service is effective, efficient and resilient,
- 1.2.2 agree the Budget for the following financial year in accordance with the budget setting process of each party,
- 1.2.3 identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Service in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved,
- 1.2.4 seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service,
- 1.2.5 to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both parties to assess the delivery of the shared services and the provision of those services within budget.

The Board shall consider and make recommendations, as appropriate, on the following matters;

- i. the quality of the shared services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the shared services,
- ii. the effectiveness of budgetary and financial management arrangements,
- iii. the effectiveness of systems, processes and procedures,
- iv. any developments in relevant legislation and policy guidance that may impact on the shared services,
- v. forward planning for the development of the shared services.

1.3 Responsibilities

In performing its role the ICT Shared Service Governance Board shall;

- 1.3.1 consider further opportunities for partnership working and synergies where this represents opportunities and benefits,
- 1.3.2 determine and ensure the sharing of the financial benefits relating to the ICT Shared Services on a fair basis between the parties that minimises unnecessary costs,
- 1.3.3 review requests for change in relation to the Agreement,
- 1.3.4 receive and consider disputes where escalated to the ICT Shared Service Governance Board.

1.4 Membership

The ICT Shared Service Governance Board shall be comprised of the following representatives;

- 1.4.1 Principal Officer responsible for ICT from Cambridgeshire Fire and Rescue Service,
- 1.4.2 Principal Officer responsible for ICT from Bedfordshire Fire and Rescue Service,
- 1.4.3 Head of ICT from Cambridgeshire Fire and Rescue Service,
- 1.4.4 Head of ICT from Bedfordshire Fire and Rescue Service,
- 1.4.5 ICT Shared Service Manager,
- 1.4.6 Other members who are co-opted as required and agreed by the parties,
- 1.4.7 Substitutions may be made as necessary.

1.5 Chairmanship

The ICT Shared Service Governance Board shall be chaired by the Principal Officers of both parties, with the Chairmanship being rotated alternately on a meeting by meeting basis.

1.6 Frequency of Meetings

The ICT Shared Service Governance Board shall meet at least four times in each financial year. Additional meetings may be organised as necessary with the agreement of both parties.

1.7 Quorum

The ICT Shared Service Governance Board shall be quorate for decisions where the Principal Officers of each party, or their agreed substitutes, are present.

1.8 Decision making

The parties shall ensure that their representatives at the meetings of the ICT Shared Service Governance Board have the necessary delegated authority for decision making. Decisions shall be reached on a unanimous basis and the only voting representatives shall be the Principal Officers of each party.

1.9 Support

The ICT Shared Service Governance Board shall be serviced by the party hosting the meeting.

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

Telephone 07768 023436
matthew.warren@cambsfire.gov.uk

DATE: 19 December 2019

UPDATE REPORT ON THE IMPLEMENTATION OF THE NEW MOBILISATION AND INTEGRATED CONTROL AND COMMUNICATION SYSTEM

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the progress of the project to implement the new mobilisation and Integrated Control and Communication System (ICCS).

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the update as at November 2019.

3. Risk Assessment

- 3.1 **Economic** – the procurement and refresh of the mobilisation and ICCS systems are a significant investment for both Cambridgeshire Fire and Rescue Service (CFRS) and Suffolk Fire and Rescue Service.
- 3.2 **Legal** - Section 7 of the Fire Services Act states that a fire and rescue authority must, in particular, make arrangements for dealing with calls for help and for summoning personnel. The procurement of a new Emergency Services Network (ESN) compliant ICCS and mobilising system will ensure CFRS can continue to comply with this requirement on behalf of Cambridgeshire and Suffolk.
- 3.3 **Technological** – to ensure compatibility with new security requirements and codes of connections to the ESN network, there is a requirement for the current technologies to be refreshed. Without this the Authority would not reach accreditation to operate on the new ESN.

4. Background

- 4.1 CFRS operate the Combined Fire Control on behalf of both Cambridgeshire and Suffolk. Within the Combined Fire Control, staff operate a mobilising

system and an ICCS. These systems have been in service for a number of years and neither is compatible with the ESN which all emergency services and other public safety users are due to be migrating to in the near future. Therefore the Service must ensure that both systems are compatible and ready to migrate to the new ESN.

- 4.2 Due to the existing contractual arrangements coming up for renewal and the requirement for the control room infrastructure to be ESN compliant, CFRS and Suffolk Fire and Rescue Service initiated a project to tender for an ESN compliant mobilising solution with a specification that fully meets both organisations current and future requirements.
- 4.3 The implementation of an ESN compliant ICCS and mobilising system will ensure we continue to have the most up to date technology. This also allows us to continue with an enhanced radio management system and increased use of data to assist with mobilising which will, in turn, improve Combined Fire Control functionality, provide a resilient solution and ensure compatibility and readiness for transition to ESN.
- 4.4 The Project Brief was approved at Programme Board in March 2018 and work has been ongoing since with our partner to create the system specifications and take the procurement through a full OJEU procurement process due to the value of the products.
- 4.5 The station end equipment that is used to alert the stations is currently not compatible with emerging technologies and increased security requirements. Therefore this also requires replacing before a new mobilising system is introduced and accredited to the required GD92 standards.
- 4.6 Whilst we are conducting a major refresh of our mobilisation infrastructure we have taken the time to review the current location of our secondary control room currently based in St Ives. The room used is not ideal as it has restricted height ceilings and reduced access. The risk factors that could affect primary control could also impact the secondary control due to their close physical proximity. A review of the station at Dogsthorpe in Peterborough identified that it could provide the necessary improved space, facilities and access and is sufficiently distanced from the primary control so as to not be impacted by the same risk factors (see also paragraph 4.11 below).
- 4.7 The tender process for the mobilisation system and ICCS has been completed in conjunction with our partner, Suffolk Fire and Rescue Service. Due to the level of investment and significance of the system to both organisations, the process has been lengthy and detailed. The contract has been awarded to Systemes Et Telecommunications SA (Systel).
- 4.8 Systel is an international integrator of command and control, communications and risk management systems for fire and rescue, police and medical services. With a headquarters in La Rochelle, France and a subsidiary in the UK, Systel has developed emergency mobilising and communications

systems for 48 fire and rescue services in France as well as two counties in Switzerland, five counties in England, Scotland and Ireland.

- 4.9 Work is currently underway to launch the project with Systel; we are working with their project manager to confirm the project schedule and in January 2020 will be commencing a number of workshops designed to share with users the system capabilities as well as gather information to refine the details of the implementation. The current estimate is to deliver the system in early 2021.
- 4.10 Work has also now commenced on procurement activities for the station end equipment. The plan is scheduled to commence roll out of this new equipment in early 2020 with completion in the summer of the same year.
- 4.11 Surveys and works are currently underway with various third parties to ensure that Dogsthorpe Fire Station is ready for summer 2020 for initial installation of the new mobilisation and ICCS system. This approach will also allow the Service to conduct training and testing away from the main operational control rooms until cutover to the new system and new secondary control room in spring 2021.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Programme Board Status Report Project Brief Mobilisation and ICCS System	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2019/20

Date	Time	Venue
2019		
Thursday 19 December	1030 hours	Service HQ
2020		
Thursday 30 January	1030 hours	Service HQ
Thursday 23 April	1030 hours	Service HQ
Thursday 23 July	1400 hours	Service HQ
Thursday 22 October	1400 hours	Service HQ
Thursday 17 December	1400 hours	Service HQ

WORK PROGRAMME 2019/20

Thursday 19 December 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 17 October 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Draft MTFS 2020 to 2024	Deputy Chief Executive	
	Relocation of Huntingdon Fire Station and Training Centre	Deputy Chief Executive	Part II
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Update Report on the Implementation of the new Mobilisation and Integrated Control and Communication System	Deputy Chief Executive	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT	
	Equal Pay Audit – Update on Work to Progress Actions	Deputy Chief Executive	
	Work Programme 2019/20		

Thursday 30 January 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 19 December 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 9 January 2020	Tamar Oviatt-Ham	
	<u>Decision</u> Equal Pay Audit – Recommendations and Next Steps	Deputy Chief Executive	If not presented in December 2019
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 23 April 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 30 January 2020	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 2 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		
Thursday 23 July 2020			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 23 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	

	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		

