

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 26 July 2018

10:30hr

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

AGENDA

Open to Public and Press

- 1. Appointment of Chairman / woman**
- 2 Appointment of Vice Chairman / Woman**
- 3. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 4. Minutes 12th April 2018 Policy and Resources Committee** **5 - 10**
- 5. Minutes action Log July meeting** **11 - 12**
- 6. Overview and Scrutiny Committee Minutes - 29th March 2018** **13 - 16**

. DECISIONS

- 7. ISA 260 Audit Completion Report - to follow**
- 8. Statement of Accounts - to follow**
- 9. Fire Authority Reserve Strategy 17 - 22**
- 10. Property Update July 2018 23 - 26**

INFORMATION AND MONITORING

- 11. Strategic Risk and Opportunity Management Register Monitoring Report 27 - 44**
- 12. Fire Authority Programme Management Monitoring Report 45 - 60**
- 13. Workforce Diversity Interim Report - to follow**
- 14. Policy and Resources Work Programme 61 - 64**
- 15. Date of Next Meeting - Thursday 4th October**

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 Lucy Nethsingha 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

Clerk Name: Rob Sanderson

Clerk Telephone: 01223 699181

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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: 12th April 2018

Time: 10.30am – 11.35am

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

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

51. APOLOGIES FOR ABSENCE

There were no apologies for absence.

52. DECLARATIONS OF INTEREST

None.

53. MINUTES OF THE MEETING HELD ON 25th JANUARY 2018

The minutes of the meeting held on 25th January 2018 were confirmed as a correct record and were signed by the Chairman.

54. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG

There were no comments made on the Action Log

The Minute Action Log was noted.

55. MINUTES OF 29TH MARCH OVERVIEW AND SCRUTINY COMMITTEE

The minutes for the Overview and Scrutiny Committee meeting held 29th March were not yet available.

56. EQUALITY, DIVERSITY AND INCLUSION STRATEGY AND PRIORITIES 2018-2020

A report was presented which gave the overall direction and priorities for improving equality, diversity and inclusion in both service delivery and workforce for 2018 to 2020.

The strategy and priorities derived largely from the Service's Integrated Risk Management Plan (IRMP) and data identifying risk and vulnerability in communities within Cambridgeshire and Peterborough. They were also influenced by national strategies and legal requirements.

A Member observed that the Action Plan gave aspirational statement but no specific, measurable objectives. Officers acknowledged that that was a reasonable observation, and agreed to include SMART objectives where possible. **Action required.**

In response to a Member question, it was confirmed that there was external consultation on the document, including County Councillors, unions and representatives bodies, as well a number of equality and inclusion groups.

Members noted the membership of the Inclusion Steering Group, which was chaired by Alison Scott, and made up of interested staff from all levels, including Station Commanders, firefighters and support staff. Member input was provided by Councillors Jamil and Smith.

A Member queried the statement *"we aim to explore the impact that the menopause may have on staff – particularly on women working in operational roles..."* in the section on Development and Retention. Officers explained that it was relatively recently that there had been a significant number of women firefighters, and as those firefighters age, it was important to understand and support them through this natural life event, e.g. the impact of heat on the body. There was both a moral and legal obligation to take this type of issue into consideration in supporting staff. The Member who had raised this question acknowledged these points, and the importance of not shying away from discussing potentially difficult areas, but stressed the importance of not invading individuals' privacy.

A Member asked about firefighters' attitude to risk as they age, i.e. whether more mature firefighters with families and greater responsibilities were more risk averse than younger colleagues. Officers had not witnessed this type of behaviour, and explained that the training firefighters received meant that they were willing to risk their lives to save lives, although they operated in a command and control environment, where risk was strictly managed.

It was resolved to:

- 1) agree the strategy and priorities appended to the report as Appendix 1.

57. INTEGRATED RISK MANAGEMENT PLAN REFRESH UPDATE

A report was presented which provided the Committee with an update of the Service's delivery against its Integrated Risk Management Plan (IRMP). Members were reminded that there was a complete review of the IRMP in

2017: the document presented was not a rewrite, but a refresh, reflecting the actions and risks that had been monitored over the last twelve months.

The IRMP delivery was broken down in to four areas for management and monitoring purposes: Community Safety Excellence, Operational Excellence, People and Value for Money.

Community Safety Excellence achievements included the successful expansion of the “Safe and Well” model to Peterborough, the delivery of six ‘FireBreak’ courses, and a 120% increase in Fire Safety inspections. Six portable misting systems had been installed in homes of highly vulnerable individuals. Operational Excellence achievements included the introduction of two additional appliances seven days a week in rural areas.

In the ‘People’ category:

- the fourth Insight Development programme had been delivered, and opened up to neighbouring Fire authorities and Police colleagues. This cross fertilisation had been very useful;
- eleven apprentices had been taken on this year, and areas had been targeted where it was usually difficult to recruit, e.g. ICT, Fleet and Equipment;
- a high number of female applicants (13%) had applied as part of the Whole-time recruitment campaign. A Member asked if this was specific to this Fire Authority or part of a wider trend? Officers responded that there had been a lot of work to identify barriers, “Have a go” days, and advertisement. Work had been undertaken to try to identify which campaigns were most successful in attracting female and other minority applicants, so that this trend could be maintained. These trends were tracked against the national and family group picture.

Under the Value For Money category, issues such as property and other resource sharing (facilities shared with the Police and Ambulance services, sharing an Area Commander) and GDPR (General Data Protection Regulations) were the main issues. The Service was taking part in the National Spend Analysis. Good progress had been made in a number of areas.

Members’ attention was drawn to the Performance section of the report, which was reported regularly to the Committee. The 12 minute response target for rural areas was still above target (12 minutes and 29 seconds, compared to a target of 12 minutes), but this was an improvement of 6 seconds from the previous year. More recent data showed that the new roaming pumps were having a significant impact on performance in rural areas. With regard to this, a Member queried whether these additional pumps impacted on the number of calls for retained staff. Officers commented that they were acutely aware of this issue, and were meeting monthly to check what was happening, but data suggested comparatively low numbers of calls for the roaming appliances, and roaming appliance were not being used in areas when retained resources were available.

The total numbers of primary and secondary fires had increased slightly, a trend that had been reflected in neighbouring areas. The number of preventable fires had reduced, as had the numbers of Road Traffic Collisions. With regard to the latter, a Member commented that RTCs were beyond the control of the Service, which was influenced by issues such as weather, and the key for the service was to identify what it could do. Co-responding calls for the East of England Ambulance service were down, although this was not due to any deliberate policy. Diversity had improved, with an increase in the numbers of Black and Minority Ethnic staff, female staff and female operational managers.

Members noted the Risk Review Summary, and material changes within this.

The Chairman thanked officers for their presentation. With regard to FireBreak, he asked if the intention was to maintain or build upon numbers. Officers confirmed that they were looking to expand this scheme, and get more schools and colleges in Cambridgeshire and Peterborough involved.

With regard to the Focus Group research into what BME communities see as risks, officers confirmed that this was internal work which had not been shared externally. The key to addressing these issues was about providing role models and undertaking positive actions on changing perceptions on the risk involved.

It was noted that the 'pulse check employee engagement survey' was a slimmed down version of the Employee Survey, to see how the actions undertaken had impacted on staff.

In response to a Member question, it was confirmed that whilst there was a statutory responsibility to inspect business premises, the number and frequency of that visiting regime was determined locally. A lot of work had been undertaken around a risk based inspection programme, to ensure the right premises were being targeted with the available resources. In the past the focus had been on those premises where the risk was either high or very high, but medium risk premises (factories, shops, etc) were now also been targeted. Ultimately, the onus was on the occupier of the premises in matters of fire safety, the Fire Service being the auditor and regulator. The 120% increase in inspections being carried out resulted from the short audit and training of operational crews to undertake fire safety inspections: previously front line operational crews did not previously do business engagement, this development had led to a massive increase in capacity.

It was confirmed that whilst there was a list of key areas that the Service would focus on, there were targets within the Service, and reporting mechanisms to ensure that learning was shared and preventative actions were put in place.

Officers explained how the portable misting system worked. It was similar to normal sprinklers but not as extensive, and the system had the added benefit of automatically contacting the Fire Control Room when the misting system was activated. Six mobile units were available and had been allocated to

vulnerable residents suggested by Adult Social Care. There had actually been a fire at the home of one of the six, in Cambridge, and as a result, the fire crew had attended quickly and rescued the gentleman, who was unharmed, with only minimal action required and minor damage sustained. The system did need to be plumbed in and wired up by the community safety team, but it had its own water tank. Members agreed that this was a really good, practical example of how effective Community Safety work and working with partners was making a difference.

A Member asked what the criteria was for selecting the vulnerable adults who had been allocated the portable misting systems, and whether there was scope to expand from the current six units. Officers explained that individuals were identified by the Council's Adult Social Care team, and the number of units was limited by costs. It was confirmed that the Control Room could cope with the additional demand from the units. A Member suggested that this positive news story needed to be reported on in the press and social media, acknowledging that there was a need to balance expectations and demand.

Officers highlighted that crewing levels were based on risk, unlike the Police, which was based on demand. So whilst the number of incidents may be reducing, appropriate crewing levels were based from the following assumptions:

- the ability to respond to 2 x 6 Pump incidents concurrently with two additional appliances for resilience, and;
- the location of those resources, aligning to operational risk highlighted in the Service's IRMP (Stanground, Dogsthorpe, Huntingdon and Cambridge, plus three 'day crewed stations in Wisbech, St Neots and Ely, and on-call stations at Yaxley, Whittlesey, March, Chatteris, Ramsey, Papworth Cottenham, Soham and Sawston. Additional fire appliances provided resilience, being able to relieve crews in incidents, and being available for an exceptional 20 Pump incident.

This was also the minimum cover required in the event of industrial action. Given the nature of this cover, e.g. in terms of being able to relieve other crews, it was no longer necessary to say that firefighters had to live within five minutes of their fire station, or that they were permanently required to respond to an alert.

A Member asked about the fire assessments for schools. Officers advised that operational visits were carried out to schools, which had the dual purpose of fire officers meeting with pupils, and inspection of the premises. The Chairman commented that schools were by their nature low risk, being built for rapid and complete evacuation in an emergency. The Member sought further assurances that those schools located the furthest from fire stations were visited as often. **Action required: Rick/John.**

It was noted that the Kerslake Arena Review, in response to the Manchester Arena attack, had recently been published. Learning points had specifically been identified for the Fire Service and the Greater Manchester Resilience

Forum. CFRS was reviewing the document to identify any learning points, and this would be considered at a future Fire Authority meeting. One specific recommendation related to multi-agency co-location, communication and co-ordination, in line with key principles promoted by the national Joint Emergency Services Interoperability Programme (JESIP). JESIP had previously been commissioned by the Home Office to promote inter-agency working practices during the management of large-scale incidents such as the Arena attack. All CFRS managers had been through that programme.

It was resolved to:

Note the contents of the report.

58. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

The work programme was noted.

59. DATE OF NEXT MEETING

Members noted that the next meeting was scheduled for 26th July 2018, but it was questionable whether the Fire Authority would still exist at that stage. Managers would need to work out how things requiring approval would be signed off, and by whom.

The Chairman advised that following the Secretary of State's announcement on 26th March, advice had been sought from Leading Counsel as to whether there were any opportunities for the Fire Authority to appeal the decision on a legal basis i.e. a Judicial Review. Once a definitive answer had been received, this would be shared with all Fire Authority Members. The Chairman advised that along with the Vice Chairman and Monitoring Officer, he had attended a meeting facilitated by the LGA with other fire authorities and Counsel, to see if there was scope to work collectively on an appeal. However, the other fire authorities were at different stages, so it would be necessary to proceed individually, i.e. as Cambridgeshire and Peterborough Fire Authority. The timescale was very tight – Judicial Review usually took place within three months from when the decision was made, but given the Parliamentary process, it would need to commence within 4-6 weeks. The Fire Authority could not act without the authority and support of the principal authorities i.e. Peterborough City and Cambridgeshire County Councils. It was confirmed that a budget had been identified for the legal costs, and that these costs would not be coming out of Reserves.

Chairman

**FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE**

Minutes - Action Log

This is the updated action log as at 16th July 2018 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.	This was still to be progressed.	Action ongoing
		M Warren	b) Deputy Chief Executive to ask the Monitoring Officer to start scoping a membership Review report including seeking existing member views.	Agreed at Fire Authority on 21 June 2018 to convene a Member-led working group to conduct a review of governance arrangements.	Action ongoing
MINUTES FROM THE 14th DECEMBER 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>
32.	ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT	John Fagg / Deb Thompson	a) Current constraints – aligning the pay structures with Bedfordshire. The Chairman to assist by meeting with his opposite number in Bedfordshire to try to move things on, Action Officers to provide Chairman with appropriate contact details.	Arrangements to progress this are in hand	Action ongoing
MINUTES FROM THE APRIL COMMITTEE 2018					
56.	EQUALITY, DIVERSITY AND INCLUSION STRATEGY AND PRIORITIES 2018-2020	Alison Scott / Rick Hylton	A Member observed that the Action Plan gave aspirational statement but no specific, measurable objectives. Officers agreed to include SMART objectives where possible. .	This has been noted by the officers and will be undertaken where possible	Action discharged
57.	INTEGRATED RISK MANAGEMENT PLAN REFRESH UPDATE	Rick Hylton / John Fagg	A Member asked about the fire assessments for schools. Officers advised that operational visits were carried out to schools, which had the dual purpose of fire officers meeting with pupils, and inspection of the premises. The Member sought further assurances that those schools located the furthest from fire stations were visited as often.	A verbal update will be provided at the meeting	

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

Date: Thursday 29th March 2018
Time: 14:00 – 15:10
Place: Fire Headquarters, Hinchbrook Cottage, Huntingdon
Present: Councillors Gardener, Gowing, Kindersley, McGuire, Over and Raynes.
Officers: Rick Hylton - Assistant Chief Fire Officer, Deb Thompson - Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer, Barry Pryke – Engagement Manager BDO, Matthew Warren – Deputy Chief Executive.

27. APOLOGIES FOR ABSENCE

The Clerk reported apologies from Peterborough City Councillor Bond.

28. DECLARATIONS OF INTEREST

There were no declarations of interest.

29. MINUTES OF THE MEETING ON 11TH JANUARY 2018

The minutes of the meeting held on 11th January 2018 were approved as a correct record and signed by the Chairman.

30. AREAS FOR CONSIDERATION IN 2018/19

The Chairman informed Members that there were two ongoing Member-led reviews and following the announcement regarding the Police and Crime Commissioner it was preferred to conclude them before any governance changes took place. It was therefore agreed to conclude the reviews and circulate to Members before forwarding to the Chairman of the Fire Authority for endorsement.

It was resolved to note the update provided.

31. EXTERNAL AUDIT PLAN

The Committee received the external audit report from BDO. Officers explained that it was the first year of the early closure regime which compressed the timeline for the completion of the audit. Members noted the respective materiality and triviality thresholds.

Attention was drawn to the levels of risk and their classification. A significant risk was deemed to be an area that required the attention of the external audit. The risk of management override was present in all organisations and represented the risk that managers could override controls.

There was a risk regarding revenue recognition that could be used to improve the financial performance of the Fire Authority, although such a risk was commonplace amongst public sector audits.

The valuation of land and buildings was deemed to be significant owing to the fact that a small change in the assumed value of land and buildings could have a significant impact upon the balance sheet of the Fire Authority.

During discussion Members:

- Questioned whether the external auditors had ever been alerted to an instance of fraud. It was confirmed that there were instances where concerns had been raised and it served as a means through which to raise potentially fraudulent behaviour.
- Noted that it was for Members to be satisfied that sufficiently robust procedures were in place within the Fire Authority regarding fraud prevention.
- Questioned whether the change in governance from Fire Authority to the Police and Crime Commissioner presented a greater risk of fraud or bad value during the transition. Officers confirmed that the transition would be monitored and would be potentially considered within the final audit report.
- Clarified the categorisation of risks within the risk register, and drew attention to the Parkside development agreements that related to previous financial years. Officers explained that assurance was required regarding the consistency of management across financial years. The task was relatively small and would not take long to complete.
- Noted that the Fire Authority and Police assets would remain separate, though there would be agreements regarding the sharing of facilities in the future. Members also noted that the Police and Crime Commissioner would be obliged to produce a separate statement of accounts.
- Questioned the rationale for assessing the competency of Actuaries. Officers explained that the audit had to be satisfied of the accuracy of the figures and that the assumptions made were appropriate. The process for the assessment of the Actuary was explained to Members and the assurance it provided.
- Clarified that the misstatements contained within the previous years' accounts were attributable to changes in the code of practice that were not reflected in the financial statements. The discrepancies were corrected following the publishing of the draft accounts.
- Drew attention to the introduction of third party software for the production of the accounts and questioned whether the previous software was not fit for purpose. Officers explained that prior to the

introduction of the software the accounts were produced through a complex spreadsheet which was prone to error. The software was produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) that was customised to the Fire Authority's requirements and would reduce the complexity involved in producing the accounts.

- Highlighted that the timetable of the audit would likely span the transition in governance arrangements and questioned how the audit would be handed over. It was explained that the audit would continue as planned and the S151 Officer would write to the Police and Crime Commissioner providing assurance and the Commissioner would then sign off the audit.

It was unanimously resolved to note the external audit report.

32. INTERNAL AUDIT PROGRESS REPORT

The Committee received the Internal Audit Progress Report. The key recommendations of the auditors were highlighted to Members. It was reported that it was anticipated that a clean audit opinion would be provided at year end.

During the course of discussion Members:

- Expressed concern regarding the risk of a cyber-attack and questioned how vulnerable the Service was to such an event. Officers informed Members that all possible action to reduce the chances of an attack was taken together with annual staged attacks that ensured the Service was fully prepared and could function during an attack and recover quickly.
- Officers agreed to circulate to Members the independent annual cyber review containing information on cyber security and areas Members should be aware of. **ACTION:** Deputy Chief Executive

It was resolved to note the report.

33. DRAFT ANNUAL GOVERNANCE STATEMENT 2017/18

Members received the draft annual governance statement for 2017/18. Attention was drawn to the inspection of the fire service undertaken by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

During discussion Members:

- Noted that the inspection carried out by HMICFRS would report to the Police and Crime Commissioner if the transition of governance to the Commissioner had taken place by the time the report was due to be published.

- Queried how the inspection compared with previous inspection regimes. It was explained that whilst the inspection process took aspects from previous inspection regimes it was Police based and would be adapted for the fire service focussing on service delivery rather than governance.
- Noted the lead in phases of the inspection that culminated in a week-long visit from 10 inspectors from which a draft report would follow. The lead in work would begin after Easter.

It was unanimously resolved to note the draft statement.

34. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members were presented the Overview and Scrutiny work programme. Reference was made to the ongoing Member-led reviews and the intention to complete the work prior to the transition of governance to the Police and Crime Commissioner.

The Chairman thanked Members and Officers for their work in supporting this Committee and the wider Fire Authority.

It was resolved:

To note the work programme.

CHAIRMAN

AGENDA ITEM 9

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer (DCEO) - Matthew Warren

PRESENTING OFFICER(S): DCEO - Matthew Warren

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

DATE: 26 July 2018

FIRE AUTHORITY RESERVE STRATEGY

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an outline of the current position with regard to reserves held by the Service and gain approval for the use of reserves going forward.

2. Recommendation

- 2.1 The Committee is asked to approve the reallocation and utilisation of the On-Call Operations Reserve as detailed in Paragraph 5 below.

3. Risk Assessment

- 3.1 **Political** – the Authority is responsible for providing planning in relation to reserves held. Reserves must be used appropriately to protect front line services and maintain stations, as well as to provide long term financial security.
- 3.2 **Economic** – as a result of Government cuts there is pressure on both the revenue and capital budgets. It is important to hold reserves that could be released to fund any foreseen and/or unforeseen financial risk. It will also be important to look at the long term investment of reserves, rather than holding cash, as the ability to generate income from short term investments has diminished. Financially, the use of reserves is beneficial in comparison to borrowing; reduced borrowing will result in less costs and liabilities being incurred.

4. Background

- 4.1 Reserves are held to meet capital funding and financial requirements, which the Service cannot fund from within its revenue budget. Reserves are assessed in relation to operational, strategic and financial risk. This includes the risk that future Government funding will be significantly reduced. Reserves are also held in relation to specific projects where funding has been received but is yet to be spent.
- 4.2 The Chartered Institute of Public Finance Accountancy (CIPFA) states the following [LAAP Bulletin 77];

“CIPFA and the Local Authority Accounting Panel do not accept that a case for introducing a generally applicable minimum level of reserves has been made. Local authorities, on the advice of their chief finance officers, should make their own judgements on such matters taking into account all the relevant local circumstances. Such circumstances vary. A well-managed authority, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but also are necessary. There is a broad range within which authorities might reasonably operate depending on their particular circumstances.

Imposing a generally applicable minimum level would also run counter to the promotion of local autonomy and would conflict with the financial freedoms introduced for English and Welsh local authorities in the Local Government Act 2003 and for Scottish authorities in the Local Government in Scotland Act 2003. Nor is it considered appropriate or practical for CIPFA, or other external agencies, to give prescriptive guidance on the minimum (or maximum) level of reserves required, either as an absolute amount or a percentage of budget.”

- 4.3 Government continue to show strong interest in the level of reserves held by fire authorities and there is a requirement for a reserve strategy to be published. The Authority’s current Reserve Strategy is compliant with the latest guidelines issued by the Home Office and attached at Appendix 1 to this report.
- 4.4 The Service has two types of reserves; useable and unusable. Useable reserves can be earmarked or non-earmarked. Earmarked reserves are those funds that have been built up, or received specifically, for known or predicted requirements. Some of these earmarked reserves will relate to grants that have been received which carry certain conditions for them to

be utilised. Non-earmarked reserves are those that form general reserves. The general reserve is essentially a working balance to reduce the financial impact of uneven cash flows, or unexpected events or emergencies. Unusable reserves are those that arise out of workings of legislation and proper accounting practices. These unusable reserves are not resource backed and cannot be used for any other purpose therefore they do not form part of this paper.

- 4.5 Current reserves have been accumulated through the transfer of unallocated year-end surpluses and grants received but not used.

5. Proposal

- 5.1 ***The utilisation of reserves to invest in property.*** The current rate of return on cash investments continues to be poor and it continues to be more beneficial for the Authority to utilise reserves rather than borrow. This reserve has been updated to reflect the latest position with regard to training facilities and Huntingdon fire station.
- 5.2 ***The utilisation of reserves to avoid borrowing.*** The cost of borrowing is greater than the return on cash investments it is therefore more cost effective to use funds currently held. This will be regularly reviewed to ensure this policy remains beneficial.
- 5.3 ***The utilisation of reserves to meet future demands on revenue.*** It is anticipated that there will be no additional Government funding in the future to allow for significant investment in our asset portfolio. The necessary purpose of the general reserve is to allow flexibility when managing the financial challenge. Having assessed the level of the General Reserve, it is recommended that it is utilised to offset borrowing in the short- term, reducing it to a still prudent level.
- 5.4 ***The utilisation of the On-Call Operations Reserve to create a Wholetime Recruitment Reserve.*** The On-Call reserve was created to fund potential changes to the On-Call system. However as this project has progressed it is now apparent that this reserve will not be utilised to invest in one-off areas of expenditure. It is therefore proposed to re-name this reserve so that it can be used to fund investment in wholetime firefighters. The Authority will be aware of the significant firefighter recruitment required over the coming years as firefighters leave the Service. Given the extended time it takes to recruit and train our firefighters, it is recommended that the wholetime recruitment reserve funds the appointment of additional firefighters. This will allow the Service to recruit in advance of need and aid a smooth transition as others leave the organisation.

- 5.5 ***The Community Safety Reserve.*** This reserve will be managed as a fund on behalf of the Authority. Release of funds will be subject to a successful bidding process made by partner organisations. Any bid will have to meet success criteria that will be based around community risk reduction.

6. Summary

- 6.1 Ultimately the utilisation of reserves will be prioritised to reduce revenue expenditure going forward.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
None	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Appendix 1

General / Earmarked Reserve Breakdown 2018/19

	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	Narrative
Estimated Reserves at Start of Financial Year	14,211	9,065	6,924	4,924	6,924	
Property Development Reserve	9,789	5,434	4,224	2,224	4,224	<p>The Property Development Reserve is earmarked to fund major property improvement and new schemes. Currently, Wisbech fire station is being redeveloped to create a combined police and fire station. The Monkswood training centre development is awaiting planning. SHQ and Huntingdon are in planning at this stage. <i>This reserve was committed to fund the new combined HQ/fire station and training centre at Monkswood. However, owing to potential governance changes, this was put on hold whilst the alternative options of collaboration with the police were explored.</i></p> <p>Currently going through planning process that will take until September 2018. Decision expected 2018, with completion in December 2019.</p> <p>Options appraisal and designs complete. This work will be split into phases. Once decision on PCC is known, decisions will be taken on options to take forward.</p> <p>Currently assessing land on Police HQ site for suitability. Outcomes are expected by Summer 2018.</p> <p>Funding of Capital Programme</p>
Wisbech Training/Refurbishment -	150					
Monkswood Training Centre -	2,000					
SHQ Refurbishment -	1,000					
Huntingdon fire station			2,000	2,000		
Capital Financing Property Improvements -	1,205 -	1,210				
General Reserve	2,423	1,632	901	901	901	<p>This reserve is used to fund unforeseen events. In the short-term this reserve will be reduced as the call on it has been historically low. In future it will be used to fund costs arising from having to maintain a stable operational crewing model.</p> <p>Funding of Capital Programme</p>
Capital Financing -	791 -	731				
Community Safety Reserve	200	-	-	-	-	<p>This reserve is held to fund specific projects and programmes. It will be called upon when required but it is not expected to be held for the long-term.</p>
On-Call Reserve	975	975	975	975	975	
Pension Reserve	824	824	824	824	824	<p>This reserve is held to fund ill health retirements that are often unexpected.</p>
Estimated Reserves at Year-end	9,065	6,924	4,924	6,924	6,924	
General Reserves at Year-end	1,632	901	901	901	901	
Earmarked Reserves at year end	7,433	6,023	4,023	6,023	6,023	

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer (DCEO) - Matthew Warren

PRESENTING OFFICER(S): DCEO - Matthew Warren

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

DATE: 26 July 2018

PROPERTY UPDATE – JULY 2018

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on progress against police and fire collaborative property schemes.

2. Recommendation

- 2.1 The Committee is asked to;
- a) note the progress made to date.
 - b) approve the next steps.

3. Risk Assessment

- 3.1 **Political** – there is now a requirement for emergency services to collaborate. The sharing of our land and properties has been identified as a key aspect by police and fire of fulfilling this requirement.

4. Background

- 4.1 Enabling legislation requiring the police, fire and ambulance services to collaborate to improve efficiency and/or effectiveness was passed in January 2017. In addition, the new legislation gave Police and Crime Commissioners (PCCs) the powers to take over responsibility for fire and rescue services, if a local business case was approved.
- 4.2 The PCC for Cambridgeshire submitted a business case to the Home Office in September 2017; the case was approved by the Home Secretary in March 2018. Subsequent to this approval the Fire Authority, after talking legal advice, has decided to challenge the Home Secretary's decision.
- 4.3 In November 2015, the Fire Authority approved a business case to re-locate its Headquarters, training centre and fire station in Huntingdon to a new site in the town. The new site was going to accommodate all three facilities however subsequent to this decision the newly elected Cambridgeshire PCC offered the potential of utilising existing police land to locate both the fire station and training

centre. The Fire Authority chose to accept the offer from the PCC and requested that Officers undertake an appraisal of the site, with emphasis on the training centre.

- 4.4 There are also a number of additional property collaborations in progress. Wisbech fire station is currently at the planning stage, where approval on revised plans is expected imminently. This project will deliver a combined police and fire station.

5. Training Centre Update

- 5.1 The core fire training facilities are currently located at Huntingdon fire station and on land within Marshalls Airport in Cambridge. Both sites are in need of significant investment if they are to deliver the training scenarios required for today's fire and rescue service. In 2018, as part of the budget process, Members acknowledged the challenge of training and the investment required to ensure firefighters retained competency at a time when calls have reduced.
- 5.2 The police training centre at Monkswood was offered as a potential option for re-location of the fire training centre. Extensive work has been undertaken to assess the viability of using this site as a training centre. This work included seeking pre-application advice from Huntingdonshire District Council, who sought to consult with key stakeholders and in particular English Nature.
- 5.3 The formal pre-application advice was received in March 2018 and whilst it highlighted the need to undertake a significant number of reports for the formal planning application, no issues were identified that would prevent the Service moving towards submitting a full planning application.
- 5.4 At this stage, it is anticipated that all reports required for the planning application will be complete by August 2018, although weather will be a dependency. Once all of the reports are completed without issue, a full application will be submitted in September 2018; approval is anticipated by the end of the year.

6. Huntingdon Fire Station

- 6.1 The police are currently undertaking an assessment on land within their Headquarters site to establish whether a fire station can be accommodated. A full report will be prepared in the autumn detailing whether it is a viable project, or not.

7. St Neots Fire Station

- 7.1 The police and fire property teams continue to work collaboratively to fully understand the requirements for the police station to be incorporated into the fire station at St Neots. Any improvements to the facility at St Neots will also include enhancements for the fire service. Once all the requirements for police and fire are agreed, building plans will be produced. At this stage it is anticipated that these plans will be available by the end of the calendar year.

8. Wisbech Fire and Police Station

- 8.1 The police developed a scheme to extend Wisbech fire station to enable the creation of a joint facility. A planning application was submitted in late 2017

however the planning process was delayed owing to issues around specific utility services on the site. To resolve this particular problem, a revised plan has been submitted to Fenland District Council for approval. It is expected that planning approval will be received over the coming weeks.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Minutes 2017/18	Fire Service HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 01480 444619

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

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

Telephone 07900 267944
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DATE: 26 July 2018

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at July 2018, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

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

3. Risk Assessment

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

4. Background

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

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

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 The highest risk posed to the Service remains ICT cyber-attacks; mitigation actions are in place and these are tested regularly through system penetration testing. The ICT service improvement plan monitors the mitigations on a monthly basis and stays abreast of current threats, ensuring appropriate defences are in place.
- 5.3 The Service has a collection of risks that detail the threat posed to the organisation through the decline of operational calls that has been seen historically. This decline has meant a lack of operational experience and a higher turn-over of staff, this coupled with the reliance on On-Call staff to maintain our operational cover and the retention and recruitment challenges presented here mean that this is a significant risk area for the organisation. Mitigation actions are in progress in all areas to control and reduce the risks. These include the implementation of the new training records system to enable better understanding and visibility of staff competency levels, the On-Call review project considering different approaches to crewing and appliances, succession planning, increased assurance checks

through station inspections, enhanced training and the risk assurance review conducted on training.

- 5.4 The introduction of the General Data Protection Regulations pose a significant risk to the Service, mitigations are in progress and this work is recognised as a priority to ensure we were appropriately compliant within the May 2018 introduction date; work continues beyond the implementation date to ensure compliance.
- 5.5 The Emergency Services Mobile Communications Programme (run by the Home Office) continues to present risk to the Service. The programme is now taking forward an options appraisal to decide on how it is to progress, the two key options are to either cancel the project or to take forward a phased implementation. A lack of clarity on the project presents a level of uncertainty for the Service as well as the potential for costs to increase to support the existing system. We continue to monitor this and seek clarity and updates however until the revised schedule is released in Autumn 2018 the uncertainty remains and we cannot build in to our plans any of the resources required to support and deliver this project until this clarity is given. Potential for disruption to other priority deliverables is a consequence.
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we should see some of these risks reduced over the coming year.
- 5.7 There are two risks relating to the ICT shared service, these relate to the joint administration and also to the continued investment required in ICT to maintain currency that in turn may present capacity issues with the team. Work is in progress to restructure the team to help alleviate the risks.
- 5.8 Our reliance on key members of staff and resources levels mean delays may be caused to the achievement of our deliverables if they are absent from the Service; this remains a high risk to the organisation. Mitigations are in place and well established in this area. There is regular monitoring of single points of failure and mitigation discussions around these. It is also acknowledged in our risk register that a major incident would divert resources away from the rest of the business and may have a long recovery time for the organisation.
- 5.9 Community safety activities have been progressing to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries. Portable misting systems have been procured and are deployed in discussion with and for the support of, our partners.
- 5.10 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). A joint regional approach to introduce the NOGs is working well and has reduced the resource impact to the Service. We have dedicated a resource to the regional programme of work and this is proving to be a successful delivery model.
- 5.11 The new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspectorate process presents a reputational risk to the organisation should we not perform well during the inspection. This has been mitigated through work to understand the process to be deployed and engagement with HMICFRS communication events. The main inspection week commences on 16 July 2018 with the report of findings from this anticipated in Autumn 2018.
- 5.12 The ongoing discussions around a national pay award do present a financial risk to the organisation. The risk is currently rated as high; we continue to monitor the situation and identify plans for various scenarios.

- 5.13 As a service we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk.

6. Risk Register Extract

- 6.1 The following risk is scored as **Very High** risks, it is a constant with an active status, mitigation actions are in progress to reduce this;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	25	12
Mitigation activities		Target completion		Owner	
1. Annual ICT penetration testing carried out to determine vulnerabilities which are then patched. 2. A series of presentations given to staff to raise user awareness of threats 3. Members CISP to understand the current risks. 4. Liaising with police cyber security specialists to raise our awareness. 5. Antivirus software is utilised across the Service. 6. Servers are patched and maintained at current levels to address new and emerging threats. 7. Access rights of users are controlled (set to minimum levels) 8. iLearn module on information security course mandatory for all staff to raise awareness. 9. Proven back up solution to ensure that we can recover from ransom ware attacks. 10. On the back of the NHS cyber attacks all servers have been patched and brought up to the latest editions of protective software. 11. ICT strategy Board has approved the purchase of additional cyber security tool sets. 12. Implement additional cyber security tools (email filtering, Logging and Vulnerability Scanning) 13. Sign up to NCSC for Web and Mail checking.		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 12. Complete 13. Complete		1-13 J. Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our mitigation actions through regular penetration testing. Mitigations are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholtime 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	20	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		1. Ongoing 2. Ongoing 3. January 2019 4. Ongoing		1.C Strickland 2. C Faint 3. J Sherrington 4. C Faint	

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.	5. Complete	5. T Mirfin
Comments		
Work is ongoing to establish an accurate picture of the risk exposure for the organisation.		

6.2 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 COG and other Managers within the Service. 5. Project initiated to manage the gap analysis and compliance work required. 6. Practitioner training in GDPR is being undertaken by three staff. 7. RSM (UK) conducting GDPR Preparedness Audit. 8. Implementation of GDPR requirements under project governance.		1. Completed 2. May 2018 3. Completed 4. Completed 5. Completed 6. Completed 7. Complete 8. May 2018		1. J. Fagg 2. J. Fagg 3. J. Fagg 4. J. Fagg 5. J. Fagg 6. J. Fagg 7. J. Fagg 8. J. Fagg	
Comments					
Following the practitioner training in June 2017, the target dates have been updated to reflect planned project activities. Mitigation actions are progressing, delivered through project governance.					

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 insourced 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. 5. Implement new ICT shared service structure.	1. Ongoing 2. Complete 3. Ongoing 4. Complete 5. August 2018	1. M. Warren 2. J. Fagg 3. J. Fagg 4. J. Fagg 5. J. 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 to proceed has been granted and is anticipated to be implemented August 2018.		

6.3 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 will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted.	Matthew Warren	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Representatives attending briefings and monitoring the situation carefully. 2. Considering wider regional engagement.		1. Ongoing 2. Ongoing		1. J. Barlow/M. Warren 2. M. Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - 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 recredited on a rolling three yearly cycle by external specialist auditors, due again in April 2020 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini PEEL review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6.December 2019		1. Rick Hylton 2. Callum Faint 3. H&S team 4. H&S team 5. T. Mirfin 6. Callum Faint	
Comments					
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. Work is 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 2019 4. Complete		1. T. Mirfin 2. COG 3. R. Hylton 4. J. Anderson	
Comments					
Work on the mitigation activities is progressing. Collective Agreement signed, two additional roving appliances were implemented in 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. J. Anderson 2. G. Mitchley	
Comments					
Work is ongoing with the mitigations and Collective Agreement signed, two additional roving appliances were implemented 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	
1. Ongoing review - On-Call Review Project 1a. Review skills set and assess where skill sets may need to be increased. 1b. Review alternative models for the provision of On-Call, consider if the TDG may be able to provide support. 1c. Review of equipment used on On-Call appliances. 1d. Review the types of appliance used by the On-Call. 1e. Investigate the option of On-Call TDG 1f. Review secondary contracts for wholetime. 2. Implement recommendations from the On-Call Review Project.		1a-f. Complete 2. April 2019 3. Complete 4. Ongoing 5. Ongoing 6. Ongoing		1. Rick Hylton/Gary Mitchley 2. R.Hylton 3. R. Stacey 4.GCs 5.Simon Newton 6. C. Parker	

3. Increasing support to On-Call staff from wholetime staff 4. Ongoing programme of station inspections which provide a view of competences and then there is an accompanying support to bring up competencies where required. 5. Co-responding project to encourage retention. 6. Review of training completed, action plan now in place.		
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 DMS. 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. March 2018 7. Complete 8. Complete 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete		1. C. Parker 2. C. Parker 3. C. Parker 4. M. Warren 5. S. Smith 6. M. Warren 7. COG 8. COG 9. COG 10. HoGs 11. HoGs 12. 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 - 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	6
Mitigation activities		Target completion		Owner	
1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform members of potential delay. 3. Consider programme control to further enhance the use of forward planning to minimise resource clashes. 4. IRMP in place to look at plans across the organisations to ensure activities are effectively prioritised.		1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Ongoing		1. COAG 2. T. Mirfin 3. C. Strickland 4. C. Strickland 5. T. Mirfin	

5. Programme Board applying scrutiny to forward plans to test realism of ambitions.		
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.	Jon Anderson	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 now under ongoing annual reviews 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. 6. Action plan from 2018 Training Review in place.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Complete 6. Complete		1. J. Sherrington 2. D. Lynch 3. J. Sherrington 4. S. Smith 5. S. Newton 6. C. Parker	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk reviewed with Jon Anderson; 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 skill sets before the skill sets leaves. 2. Consider if this should be factored in to the collaboration plans with the police to see where resilience can be gained. 3. Keeping a close eye on peoples future plans as any advanced warnings will help. 4. Contract notice periods for posts were extended to three months and consider all contracts be extended to three months. 5. Put in place robust succession planning and ongoing monitoring. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Review the single points of failure document and identify mitigation actions. Reviewed every 6-12 months.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing		1. M. Warren 2. R. Hylton 3. HoGs 4. S. Smith 5. S. Smith 6. T. Mirfin 7. S. Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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.	Chris Parker	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. 4. Introduce two roaming pumps to undertake additional community safety activity.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing		1. B. Morgan 2. B. Morgan 3. B. Morgan 4. K. Andrews	
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 recredited on a rolling three yearly cycle by external specialist auditors, due again in April 2020. 4. Monitoring of incidents conducted and reporting undertaken, putting in place rectification actions where required. 5. Conduct a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct and determine action plan from this. 6. Implement action plan following mini PEEL review.		1. Complete 2. Annual 3. Complete 4. Ongoing 5. Complete 6. December 2019		1. Rick Hylton 2. Callum Faint 3. H&S team 4. H&S team 5. T. Mirfin 6. C Faint	
Comments					
The mini PEEL 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 WOW) 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 PEEL review to test this area to ensure that our understanding of the risk exposure is correct. 10. Implement action plan following mini PEEL 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. H&S team 3. H&S team 4. H&S Team 5. OSG 6. OSG 7. H&S team 8. H&S team 9. T. Mirfin 10. C Faint	
Comments					
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.					

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	6
Mitigation activities		Target completion		Owner	
1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform members of potential delay. 3. Consider programme control to further enhance the use of forward planning to minimise resource clashes. 4. IRMP in place to look at plans across the organisations to ensure activities are effectively prioritised. 5. Programme Board applying scrutiny to forward plans to test realism of ambitions		1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5.Ongoing		1. COAG 2. T. Mirfin 3. C. Strickland 4. C. Strickland 5. T.Mirfin	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

6.5 The following risks are scored as **High** risks, all of which are constants with and controlled status, mitigation actions are in progress to reduce these.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Chris Parker	Service Delivery	15	12
Mitigation activities		Target completion		Owner	
1. Safe and well visits are part of routine watch activity supported by the community safety team. 2. Working with partners to identify and protect vulnerable people. 3. Purchasing portal misting systems to be implemented in people's homes. 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. Complete		1. K. Napier 2. K. Napier 3. K. Napier 4. K. Napier	
Comments					
This community risk informs the Integrated Risk Management Plan and therefore has a high priority with appropriate actions in place, monitored on a regular basis. Work has been completed and has seen this risk reduce from a Very High to a High.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance (NOG) policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Team established to review the NOGs as they are released to determine required actions. 2. Audit completed by the National Operational Assurance Group. 3. Taking part of the regional collaboration group looking at NOGs. Take the lead on the group, which is now established. 4. Internal Operational Assurance plan and strategy in place to sample performance against NOGs. 5. Exercise schedule to test NOGs. 6. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Complete 4. Complete 5. Ongoing 6. 2019		1-6. Wayne Swales	
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
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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. ICT Roadmap in place for 2018. 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. 9. Future structure of ICT shared service being considered		1. December 2018 2. All ICT projects 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Complete 8. Complete 9. August 2018		1. J. Fagg 2. J. Fagg 3. J. Fagg 4. J. Fagg 5. J. Fagg 6. J. Fagg 7. J. Fagg 8. J. Fagg 9. J. 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.					

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	8
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the police. 2. Commit appropriate resources to understand the police process. 3. Take part in a police internal mini PEEL review. 4. Work with the police to undertake a mini PEEL review at CFRS. 5. Volunteer to take part in the formation work for the PEEL. 6. Put in place communication strategy to raise awareness with the wider organisation. 7. Put in place virtual team to facilitate Inspectorate process once initiated 8. Attend Home Office events.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Complete 7. Complete 8. Ongoing		1. T. Mirfin 2. T. Mirfin 3. T. Mirfin 4. T. Mirfin 5. C. Strickland 6. T. Mirfin/ H. Douglas 7. T. Mirfin 8. C.Parker / T. Mirfin	
Comments					
This risk has reduced over the last year 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.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA –	There is a risk that government funding is	Matthew	Service	15	9

R008	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.	Warren	Delivery		
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 holder 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. Complete 7. Ongoing		1. M. Warren 2. Budget holders 3. T. Mirfin 4. M. Warren 5. R. Hylton 6. C. Faint 7. M. Warren	
Comments					
There is no change to this risk; it is being kept under review.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Rick Hylton	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and COAG. 2. IRMP team owned workstream to communicate and plan activities to address risk. 3. Talent management work stream in place. 4. Review of assessment process. 5. Review of development plans. 6. Staff engagement.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. Ongoing		1. C Faint 2. IRMP Group 3. T Mirfin 4. S Smith 5. C Faint 6. H Douglas	
Comments					
Work is ongoing to reduce this risk.					

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. Ensure appropriate resilience arrangements are in place for our key systems.		1. March 2019		1. C. Faint/J. Fagg	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to death and	Jon Anderson	Service Delivery	15	10

	injury of the general public.				
Mitigation activities		Target completion		Owner	
1. Recruitment campaign(s) in place. 2. Control Action Plan created and in place. 3. Training and development of senior managers in Control.		1. Ongoing 2. Complete 3. Ongoing		1. S. Sanderson 2. T. Seaber 3. tbc	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

GLOSSARY

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

BIBLIOGRAPHY

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

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 - Mobilising system Support	R093 - ESMCP sustainability (Issue)	R094 - Cyber attacks R130 - Unknown impacts of the GDPRP
	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 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 P091 - 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	2	3	4	5
			Very Low	Low	Medium	High	Very High
			PROBABILITY				

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

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

Telephone 07900 267944
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DATE: 26 July 2018

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update against the projects for 2018/19.

2. Recommendation

- 2.1 The Committee is asked to note the Programme Status Report as at July 2018, 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 2018/19

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

BIBLIOGRAPHY

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

APPENDIX Programme Management -Business Development Programme Status Report

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P105 General Data Protection Regulation (GDPR) Implementation Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Completion date: May Phase 1 - May 2018 (Implementation Plan in place) Phase 2 – May 2019 Overall Status: Green		Progress continues to be made. Many of the activities are entering Business as usual and are being driven by Chris Waller.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: Ellis Jamil & McGuire Completion Date: TBC Overall status: Green		Draft Procurement plan created – looking to go out to tender in September 2018. Positive progress being made on specification and workshops booked in with stakeholders w/c 16/7/18. To review & sign off. Stuart Grey has joined the Project Team to assist with governance, resourcing & project plan. Deviation Report approved by Executive Governance Board to amend scope to include Station end equipment (SEE).	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	Deviation report to amend scope
			Timescales	

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APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
P104 Implementation of Wholetime (W/T) Shift System Project Sponsor: Rick Hylton PM: Jon Anderson Lead Member: N/A Completion date: Phase 1 - Jan 2018 Phase 2 – July 2018 Overall Status: Green	Project Board have requested to extend the project whilst analysis of performance data is undertaken. Period of extension to be agreed & relevant deviation report will be submitted.		Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Project end date to be extended
P073 Asset Management Software Project Sponsor: Matthew Warren Project M: Stuart Grey Lead Member: N/A Stage 2 Fleet & Equipment Implementation: Dec 2017 Completed End stage Stage 3 Property June 2018 TBC—Data July 2018 Sept 2018 Stage 4 ICT Dec 2018 TBC ICT Sept 2018 Overall Status: Green	Location data for all sites needs to be reviewed and a good structure for setting up in system to be developed.	Monitors and Mini stick PCs, mini comptition being run currently Electricians appointed for Power socket provision to power Monitors. Fleet Techs to be equipped with Tablets and vehicle service sheets to be on tablet Trial of Crash data on Tablet to be extended to Wisbech	Board	
			Team	
			Timescales	
			Risk	
			Controls	
			Budget	

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APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
P084 Review of Reporting PM: Nicola Smith Project Sponsor: T Mirfin Lead Member: N/A Completion date: Gap Analysis Nov 2015 – complete Project re scoped March 2017 Stage 2 April 2018 September 2018 Overall status: Green	A second HMIC data return is expected w/c 16 th July the complexity and impact of this is unknown at this stage.	We are working with the STEP team to align spreadsheets identified in Phase 2 of the project and their development plans for the remainder of the call year. Where replacement of a spreadsheet is dependent upon creation of a database, efforts will be made to ensure the two groups work more closely.	Board	
			Team	
			Budget	
			Risk	Challenging access to data sources is reducing but still being monitored.
			Controls	
P089 ESMCP (Emergency Services Mobile Communications Programme) PM: John Barlow Project Sponsor: Matthew Warren CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. TBC Status: Amber	ESMCP Project being taken back to the Public Accounts Committee in Summer 2018. Two options will be presented – Option B which is incremental approach to transition or Option D which is to place the project on hold until such time until the solution is more developed.	The Home Office are conducting a value for money (VFM) monitoring exercise to assess that CFRS are ensuring that VFM is secured for grant funding that has been provided and that adequate control is in place in the management of the funds.	Timescales	Deviation Report approved to extend timescales
			Board	
			Team	
			Budget	
			Risk	
			Controls	

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APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
ESMCP cont....	<p>Some FRS have declined to adopt ESN until such time as the solution is <u>fully</u> developed.</p> <p>Programme has halted the tender process for a vehicle device which is likely to add further delay.</p>	<p>Home Office have abandoned an element of the programme which was one of the underlying issues for the ongoing delay. A new software product is being trialled which should hopefully bring new impetus to the project.</p> <p>CFRS have submitted a response indicating a 25% level of confidence in the incremental approach.</p>	Timescales	
P109 VDI Upgrade Shared Service Project PM: Sarah Newton Project Sponsor: Matthew Warren Completion: Dec 2018 Status: Green		<p>Tender process complete.</p> <p>In contract discussions with successful bidder.</p>	Board	
			Team	
			Budget	No budget allocated
			Risk	
			Controls	
			Timescales	Quite tight

APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
P088 On Call Project Stage 2 PM: Gary Mitchley Project Sponsor: Rick Hylton Lead Member: Cllr Reynolds 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 Complete (with exception of additional SPA testing) Alternative Crewing W/T Secondary Contracts June 2018 Phased Response April 2019 Sutton Trial - TBC Status: Green		Alternative Appliances 3 chassis in build – expected in Service Aug 2018. Work packages now being confirmed for equipment training/driver training & fleet. Contract awarded for battery powered Road Traffic Collision equipment. Equipment due late July. Alternative Crewing - On Call Standbys – STEP Simple Process Accelerator was due to go live 01 July. This will enable the removal of the manual spreadsheet. Wholetime (W/T) Secondary contracts now called On Call Strategic Reserve Process now live. Expressions of interest received. Likely to be used when newly appointed W/T recruits are away for basic training as several of the recruits are existing On Call.	Board	
			Team	
			Budget	
			Risk	
			Control	

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APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
On Call cont....	Other FRS's are not as advanced with this as originally thought – CFRS will be a lead on this.	Phased response – Positive Team Meeting held. Gartan engaged Sutton Trial – New Work Package added following recommendation being approved by Project Board. Looking at alternative ways of getting crews to incidents.	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	Contract has been awarded. We are currently looking at the risks this poses and looking at options moving forward. Transitioning to a new supplier increases the financial risk. Additionally based on previous experience transitioning all partners to the new supplier by Dec 19 is optimistic.	Meetings have been held with the winning bidder since the contract award notification.	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 /Z Evans PM: Sarah Newton Completion Date: Sept 2018-April 2019 Project Status : Green	The project status remains as Amber until the initial results of the pilot have been gathered.	Mobile users training (iphone/ipad + laptop users)workshops held in Cambridgeshire FRS & Bedfordshire FRS	Timescales	Optimistic
			Board	
			Budget	
			Team	Team established for current stage
			Risk	
			Controls	
			Timescales	

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APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith Completion date: Negotiations/Sign collective agreement Oct 2018 Implementation Jan 2019 Status: Green	HMICFRS is having a drain on resources in performance. Data and reports are required from performance to create the 2 business cases. This could delay in terms of timescales	<p>Good negotiations so far. Agreed the layout and information to be entered into the 2 business cases. SC's from all 3 Day Crewed stations competing this work.</p> <p>Negotiation meetings every 2 weeks.</p> <p>The current proposals are around an improved 7 day shift system (4 on/ 4 off) and a 5 day crewing system where every FF gets a rota day each week.</p>	Board	
			Team	Team have been formed (currently negotiating team) however this may grow once we have a shift system in principle.
			Budget	
			Risk	Getting agreement via negotiations
			Controls	
			Timescales	Timescales in which to have the new systems agreed and implemented are tight and could run over if negotiations stall.

APPENDIX Programme Mangement -Business Development Programme Status Report

Type 2 Projects

Project	Issues	Successes	Project Performance	
P101 CFRMIS (Community Fire Risk Management Information System) Project Sponsor: Jøn Anderson-Tamsin Mirfin Chris Parker PM: Stuart Grey Lead Member: N/A Completion date: TBC Overall Status: Green		Job description for CFRMIS administrator agreed and signed off Job grading carried out by County Council Advert to be out 9 th July with projected date for start of Early September.	Board	
			Team	
			Budget	
			Risk	
			Controls	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: AC Callum Faint PM: John Sherrington Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Q4 2018 Overall Status: Green	No issues to report. TRaCS development continues to be aligned to the project timelines, predicting completion of Stage 2 within Q4 2018.	The development stage of the TRaCS Project continues with pace and focus. Final builds of certifications / frequency models for use within TRaCS continue to be established, with a total of 28 now built for station personnel aligned to differing subject matters. Although not in the original scope of the project the project team have been reviewing and considering if the Wholetime Phase 1 subjects currently	Timescales	
			Board	
			Team	
			Budget	
			Risk	
			Controls	

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APPENDIX Programme Mangement -Business Development Programme Status Report

TRaCS cont.....		covered by the interactive learning packages on the ipads could be migrated to TRaCS thereby providing of one single access point for all Phase 1,2 & 3 personnel to be accessing and recording of all their operational learning and development. This approach will support an enhanced ability to manage content and version control away from a single point of failure while providing access across the service to Phase 1 content unrestricted irrespective of access to ipads.	Timescales	Deviation Report request to delay 'go live'.
P093 Co-Responding Project Sponsor: Rick Hylton Project Manager: Gary Mitchley Lead Member: N/A Co-Responding Trial End Sep 2016 – Nov 2016 Feb 2017 – Mar 2017 May 2017 – End of July	Number of co-responding calls received by March and Ely is minimal. 3 FF's at March are still awaiting the East of England Ambulance Service (EEAS) to complete their CBS checks. Until completed these 3 FF's are unable to attend any co-		Board	
			Team	
			Budget	
			Risk	EEAS are not providing CBS clearance checks on staff
			Control	

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Nov-2017	responding calls.		Timescales	National trial supported until pay settlement announced.
Overall status: Amber	Linked into pay settlement			

Project	Issues	Successes	Project Performance	
P096 Use of Recording Devices & Governance Project Sponsor: Callum Faint PM : Trudi Wilson/Jodie Houseago Lead Member: N/A Completion date: Phased Approach Phase 1 Policy /Guidelines 01/03/17 Complete Phase 2 Red Fleet 30/04/17—Jan 2018 Deviation report required. Phase 3 Nov-17-Body cams/Drones-TBD Body Cam work will be as part of national trial. Overall status: Amber	Deviation Report written for change to timescales and additional budget.	<p>Implementation of CCTV red fleet fitments nearing end (9th July).</p> <p>Dash Cam details of high mileage vehicles received 03/07 so can begin to move this forward and put dates against completion.</p> <p>Quote received for helmet cameras. Funding requested to move this forward. Work package issued to Jake C to begin working on.</p> <p>Project team meetings set up regularly.</p>	Board	
			Team	
			Budget	<p>No budget assigned for Bodycam proof of concept trial.</p> <p>Additional budget req'd – £7920</p>
			Risks	
			Controls	
			Timescales	Deviation report submitted for change to timescales & additional budget.

APPENDIX Programme Mangement -Business Development Programme Status Report

Project	Issues	Successes	Project Performance	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: W Swales/Jamie Johnson Project Sponsor: R Hylton Completion Date: TBC Overall Status: Green Replacement IRU on the run April 2018-June July 2018	Incident Support Unit (ISU) - Issue with internal fitment delaying build but this is now sorted & vehicle 98% complete. Expected to be in Service by the end of July Only training familiarisation required so this will be delivered as soon as vehicle arrives.	Project management lead changed to Jamie Johnson from the 1 st July 2018. Rope Rescue -Approved by Board commenced planning for training implementation for A27 Crews. Approval by Board to make ourselves accredited training arm of Outreach for water & rope/ height training. Boats – Market research commenced as additional work required to look at boat provision.	Board	
			Team	
			Budget	
			Risk	
			Controls	
P107 Service Headquarters (SHQ) Improvement Project Project Sponsor: M Warren PM: Stuart Grey Lead Member: N/A Completion date: May 2018—Sept 2018 Additional work being added & 'live' business case updated to reflect amendments to budget & timescales. Overall status: Green		All Phase 2 completed decorating and carpeting completed. Phase 3 to Decorate Mess area and Reception area is underway. New Carpet tiles to be fitted to Reception. Control Corridor and Control Mess to be painted. Awaiting quotes for work.	Timescales	
			Board	
			Team	
			Budget	Budget Approved
			Risk	
			Controls	

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Project	Issues	Successes	Project Performance	
P106 Chatteris Fire Station Project Sponsor: Jon Anderson Project Manager: Pete Jones—Maurice Moore Completion date: Jun-2018 October 2018 Overall status: Green	No new issues	Work started on 25/6/18 Contracts signed Project plan established H&S approved RAM's	Board	
			Team	
			Budget	Approved.
			Risk	
			Controls	
			Timescales	
P110 Server Upgrade Project Sponsor: Matthew Warren/Zoe Evans (Shared Service) PM: Sarah Newton Completion date: June 2018 Overall Status: Green		The contract has been awarded. New hardware delivered & setup in process.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

APPENDIX Programme Mangement -Business Development Programme Status Report

Glossary

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

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Skype for Business (SfB)
Station End Equipment (SEE)
Subject Access Request (SAR)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)
Voluntary Ex-Ante Transparency Notice (VEAT)
Virtual Desktop Infrastructure Project (VDI)
Whole-time (W/T)
Virgin Media Business (VMB)

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2018/19

Date	Meeting	Venue
2018		
Thursday 26 July	1030 hours	Service HQ
Thursday 4 October	1030 hours	Service HQ
Thursday 20 December	1030 hours	Service HQ
2019		
Thursday 31 January	1030 hours	Service HQ
Thursday 25 April	1030 hours	Service HQ

WORK PROGRAMME 2018/19

Thursday 26 July 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 12 April 2018	Rob Sanderson	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
	<u>Decision</u> Statement of Accounts (audited)	Deputy Chief Executive	
	Fire Authority Reserve Strategy	Deputy Chief Executive	
	ISA 260 Audit Completion Report	Barry Pryke BDO	
	Property Update – July 2018	Deputy Chief Executive	
	<u>Information and Monitoring</u> Strategic Risk and Opportunity Management Register – Monitoring	Service Transformation Manager	

	Report		
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Workforce Diversity – Interim Report	Equality and Inclusion Adviser	Action from 14 December 2017 (Minute 35)
	Work Programme 2018/19	Deb Thompson	
Thursday 4 October 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 26 July 2018	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting 24 July 2018	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	ICT Shared Service Agreement Update	Head of ICT	Action from 14 December 2017 (Minute 32)
	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	Annual
	Work Programme 2018/19	Deb Thompson	
Thursday 20 December 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 4 October 2018	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and	Service Transformation Manager	

	Opportunity Management Register		
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Review of the Operation of the ICT Shared Service Agreement	Head of ICT	Annual
	Work Programme 2018/19	Deb Thompson	
Thursday 31 January 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 20 December 2018	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting	Rob Sanderson	
	<u>Decision</u> Draft Budget 2019/20	Deputy Chief Executive	
	Draft Capital Programme 2019/20	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Work Programme 2019	Deb Thompson	
Thursday 25 April 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 31 January 2019	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting	Rob Sanderson	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme	Service Transformation Manager	

	Management Monitoring Report		
	Work Programme 2019	Deb Thompson	