

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 18 July 2019

10:30hr

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

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Declarations of Interest**
- 3. Minutes FA Policy and Resources Committee - 25 April 2019** **5 - 10**
- 4. Action Log** **11 - 14**
- 5. Minutes FA Overview and Scrutiny Committee - 28 May 2019** **15 - 18**

DECISIONS

6.	Final Revenue and Capital Budget Position 2018-19 and Treasury Management Statement	19 - 34
7.	Annual Audit Letter To follow	
	INFORMATION AND MONITORING	
8.	Equal Pay Audit – Recommendations and Next Steps	35 - 38
9.	Fire Authority Programme Management – Monitoring Report	39 - 56
10.	Work Programme 2019	57 - 60

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

Councillor Kevin Reynolds (Chairman)

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

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

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Clerk Telephone: 01223 715668

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<p><i>The Fire Authority is committed to open government and the public are welcome to attend from the start of the meeting.</i></p>
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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: 25th April 2019

Time: 10.30 am – 11.30 am

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

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

Officers: Matthew Warren – Deputy Chief Executive Officer, Deb Thompson – Scrutiny and Assurance Manager, Jon Anderson – Assistant Chief Fire Officer, Shahin Ismail – Monitoring Officer and Tamar Oviatt-Ham – Democratic Services Officer.

93. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors D Giles, M Jamil, L Nethsingha and K Reynolds.

94. DECLARATIONS OF INTEREST

No declarations of interest were received.

95. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 20 DECEMBER 2018

The minutes of the meeting held on 20 December 2018 were confirmed as a correct record and were signed by the Chairman.

96. ACTION LOG

The Committee noted that Matthew Warren would now own action 101 on the action log, on page 13 of the papers. The remainder of the actions on the action log were noted.

97. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 10 JANUARY 2019

The minutes for the Overview and Scrutiny Committee meeting held 10 January 2019 were noted.

98. NATIONAL FIRE CHIEFS' COUNCIL BENEFITS REPORT

The Committee received a report that gave an overview of the benefits that could be achieved by the Service continuing to subscribe to the Chief Fire Officers

Association (CFOA) and in doing so supporting the National Fire Chiefs Council (NFCC) and its workstreams.

In presenting the report Officers explained that every UK Fire and Rescue Service paid a 'Professional Partnership' fee to the CFOA which was determined by the NFCC's requirements and the operating costs of the charity. The fee for 2019/20 had been set at £50,000 excluding VAT. Officers clarified that membership of the NFCC brought considerable benefits to the Service through;

- Advising and influencing through a collective effort meaning all Fire Authorities were represented with one voice.
- Developing solutions and tools for helping Fire Authorities overcome common challenges across all functions.
- Responding to incidents, events and issues that went beyond County boundaries and where a joined-up approach made more sense.

Officers gave examples of where the collective effort had been beneficial recently including the response to Grenfell Tower which was co-ordinated nationally by the NFCC and the development of the National Operational Guidance for dealing with operational incidents.

Arising from the report

- A Member questioned if there had been any negative feedback on the payment of the fee in the past. Officers clarified that there had been no negative feedback to date.
- Members queried how the funding mechanism had been established including, if all Fire Authorities paid the same amount and if the Police had a similar system. Officers explained that the funding mechanism had been established when the Fire and Rescue Service moved to the Home Office. All Fire Authorities regardless of size paid the same amount. Officers explained that the Police have the National Police Chief's Council.
- A Member questioned the amount of money that the NFCC received annually and what the Service was getting for its contribution. Officers explained that there was a Chief who led the NFCC and a structure which sat under this. Without this structure all Fire and Rescue Services would have to work individually and would not have a mechanism to come together and share best practice and respond to major incidents collectively. Officers clarified that the Service had received £10,000 pay back from the NFCC last year as they had lead on some of the national procurement programmes.
- A Member queried whether the Service would be bidding for more work in the future. Officers explained that the Chief Fire Officer was a member of the Board and that the Service had a role in shaping the future of the national procurement strategy. He also had a significant role in making the

Services voice heard in terms of the Comprehensive Spending Review. The Service was involved in developing enhanced medical training with the Staffordshire Fire and Rescue Service.

It was resolved by majority to:

- Approve continued subscription to and therefore support of the CFOA and the NFCC.
- Note the contents of membership benefits detailed in appendix 1 of the report.

99. FIRE AND RESCUE SERVICE INSURANCE MUTUAL - UPDATE

The Committee considered a report that gave an update on the progress made by the Fire and Rescue Service Insurance Mutual.

Members noted:

- That the Mutual had been running for three years and in the last financial year made a surplus of £226K across all members.
- Membership of the mutual had remained consistent and two new members Buckinghamshire and East Sussex had joined on 1 April 2019.
- There was an ongoing ambition to grow and attract new members.
- There was a collective management of risk including the installation of CCTV and dashcams on all vehicles.
- Regus managed the fund and had been the winning bidder appointed to manage the fund for the next three years.

Arising from the report:

- Members discussed whether the Police were doing anything similar. Officers clarified that they were not currently seeking to set up a mutual but if they did it would be separate to the Fire and Rescue Service Mutual.
- A Member queried if there was a get out clause if there was a decision to terminate the mutual. Officers explained that there was a termination provision and the Service would have to give 12 months' notice.
- A member queried what happened to the surplus on an annual basis. Officers clarified that the money stayed in the pot and that there was an accumulating fund which would be aggregated depending on when members joined the mutual. Officers explained that Members would be kept up to date with the accumulated fund and would make decisions on if any short term investments were made.

It was resolved unanimously to note the contents of the report.

100. STRATEGIC RISK AND OPPORTUNITIES MANAGEMENT REGISTER – MONITORING REPORT

The Committee received a report giving an update on the Strategic Risks for the Service as at April 2019.

Members noted:

- The five highest risks were now scored at 20, four of which related to the Emergency Services Mobile Communications Programme (run by the Home Office). The Service was still awaiting a timetable for ESMP from the Home Office.
- There were ongoing mitigations in place around the risk in relation to changes to pensions and pay resulting in a high turnover of staff. These measures included ensuring that the appropriate resources were in place for training and that a competency framework was in place and managed appropriately.
- The risk in relation to the current training centre was still ongoing but alternative ways to upgrade the facilities had been investigated. Planning permission had been given for the Monkswood site but a final decision was awaited following the judicial review process.

Arising from the report

- Members queried the timetable for terminating ESMP as the timetable was still unclear and technology was changing constantly. Officers explained that this was not within their gift and that ultimately Government would have the final say on this. It also affected the Police and Ambulances Services.
- A Member questioned why a final decision had not been made on the new training facilities. Officers reiterated that once the outcome of the judicial review was known an update on the position would be given to the Fire Authority Board.
- A Member queried why the score for the Brexit risk was so high. Officers explained that this related to uncertainty regarding fuel prices and that there had been difficulties procuring new vehicles as the car industry were concentrating on producing parts and not manufacturing new vehicles.
- A Member enquired if there were any risks coming up the scale. Officers explained that there was a potential for the risk to increase in relation to staff turnover particularly in relation to Professional Support Services. Following the equal pay audit the Service had seen a higher turnover in this area as individuals had found higher paying jobs in the surrounding area. It was noted that this may have an impact in the future and that this would need to be reviewed alongside any changes in relation to the aging

population.

- A Member queried when the last time a new risk had been added to the register. Officers explained that the register was due to be reviewed again as a whole in early May and that the register would be brought to the next Fire Authority Board meeting with any new risks identified. **ACTION**

It was resolved unanimously to:

Review and note the strategic risk report and the risk distribution at appendix 1 of the report.

101. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee received a report giving an update on projects for 2018/19

Members noted:

- The replacement for ICCS and Mobilising Solution was out to tender and the first round of bids was expected by 1 May. There had been a good amount of interest so far. The contract would be awarded in September with an implementation period of 12 months.
- The Asset Management software had been installed and this work was now business as usual so would be removed from the projects list
- The VDI upgrade had taken longer than anticipated and was not performing as expected in terms of log on times. Testing was ongoing and a new version of windows was being installed which would resolve the issue.
- The On Call Project was currently looking at 13.5 meter ladders and the crewing of alternative appliances. There was also a focus on recognising employers that were releasing staff and an Employers Recognition Award was being developed. There was also a move towards phased response and an update from the supplier was awaited.
- The Cambridgeshire Public Services Network CPSN contract had been awarded in March and was being implemented.

Arising from the report:

- Members raised concerns in relation to the log in time issues and queried why this had taken so long to resolve. Officers explained that they had only been given short notice in relation to the withdrawal of the old system and ideally the upgrade to the latest version of windows would have taken place before the new VDI system was installed. This had caused the log in delays. There was a condition in the new contract that the Service would always have the most up to date version of the software and that more notice would be given by the new supplier in relation to withdrawal of systems. The

supplier was testing over the next couple of weeks and it was anticipated that the issue would be resolved by mid May. An update on progress would be given in the overall Programme Monitoring report taken to the next Fire Authority Board meeting **ACTION**

- A Member questioned what rope rescue involved. Officers explained that rope rescue involved a specialist team trained to rescue from height or below ground using a series of ropes. Bedfordshire Fire and Rescue Service were currently used as a back-up in this area. Training exercises had been undertaken for rescues from wind turbines.
- A Member queried the use of body cameras and where this was being looked into. Officers explained that this work was part of a national programme and was rolled into the project overseeing the use of recording devices and governance. The Service would review once the outcome from the national programme was known. Officers highlighted the challenges in relation to controlling and handling the data produced and what it could be used for. An update on the project would be given in the overall update to the next Fire Authority Board meeting. **ACTION**

It was resolved unanimously to:

Note the Programme Status Report, as at March 2019, at appendix 1 of the report.

102. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

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

103. DATE OF NEXT MEETING

Members noted that the next meeting was scheduled for 18 July 2019.

It was noted that Councillors Shellens and Rogers would be unable to attend the meeting scheduled for 10 October. Attendance would be reviewed to ensure the meeting could go ahead and the meeting would be moved if required. **ACTION**

The meeting closed at 11.30 am.

Chairman

Agenda Item: 4

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at *18 July 2019* and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	M Warren / D Thompson	There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	Original outcome received in favour of FBU. Government has appealed and we await the outcome of that process. <i>Government has lost its right to appeal. Awaiting further information on remedy.</i>	Action ongoing
MINUTES FROM THE JULY COMMITTEE 2018					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
72.	WORKFORCE DIVERSITY	J Anderson / A Scott	a) It was suggested and agreed that the qualification requirements of Five GCSE's including English should be reviewed by Officers as potentially being a barrier.	b) This is being looked at as part of an ongoing Member lead review into approach to recruitment. <i>Report due to be presented to O&S Committee in October 2019.</i>	Action complete

MINUTES FROM THE SEPTEMBER COMMITTEE 2018

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members sought a paper on cash flow to show how much should be easily available and the relative risk on going on a higher return.	M Warren to bring a paper in December/January 2019. Cash flow risk unchanged as at July 2019.	Bring forward to late-2019
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options.	M Warren to arrange. Linked to Action 75 above.	Bring forward to late-2019

MINUTES FROM THE APRIL COMMITTEE 2019

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
100.	STRATEGIC RISK AND OPPORTUNITIES MANAGEMENT REGISTER – MONITORING REPORT	M Warren	Officers explained that the register was due to be reviewed again as a whole in early May and that the register would be brought to the next Fire Authority Board meeting with any new risks identified.	<i>Report on work programme for next Committee meeting in October 2019 and every other meeting thereafter.</i>	Action complete
101	FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT	M Warren	Members raised concerns in relation to the log in time issues and queried why this had taken so long to resolve. Officers explained that they had only been given short notice in relation to the withdrawal of the old system and ideally the upgrade to the latest version of windows would have taken place before the new VDI system was	<i>Report on programme management due to be presented to Committee 18 July 2019.</i>	Action complete

			installed. This had cause the log in delays. There was a condition in the new contract that the Service would always have the most up to date version of the software and that more notice would be given by the new supplier in relation to withdrawal of systems. The supplier was testing over the next couple of weeks and it was anticipated that the issue would be resolved by mid-May. An update on progress would be given in the overall Programme Monitoring report taken to the next Fire Authority Board meeting.		
		M Warren	A Member queried the use of body cameras and where this was being looked into. Officers explained that this work was part of a national programme and was rolled into the project overseeing the use of recording devices and governance. The Service would review once the outcome from the national programme was known. Officers highlighted the challenges in relation to controlling and handling the data produced and what it could be used for. An update on the project would be given in the overall update to the next Fire Authority Board meeting.	<i>National position still awaited; Report on programme management due to be presented to Committee 18 July 2019.</i>	Action complete
103.	DATE OF NEXT MEETING	T Oviatt-Ham	It was noted that Councillors Shellens and Rogers would be unable to attend the meeting scheduled for 10 October. Attendance would be reviewed to ensure the meeting could go ahead	<i>No other apologies received; monitoring.</i>	Action ongoing

			and the meeting would be moved if required.		
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Key: Update in *Italics*

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

Date: Tuesday 28th May 2019

Time: 10:00 – 10:42

Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

Present: Councillors Gardener (Vice-Chairman), Goodwin, Gowing, Harford, Kindersley, McGuire (Chairman) and Scutt.

Officers: Jon Anderson – Area Commander, Daniel Snowdon - Democratic Services Officer, Deb Thompson – Scrutiny and Assurance Manager and Matthew Warren – Deputy Chief Executive.

61. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillor Harford, Councillor Bond, Chief Fire Officer Chris Strickland and Monitoring Officer Shahin Ismail.

There were no declarations of interest.

62. MINUTES – 10th JANUARY 2019

The minutes of the meeting held on the 10th January 2018 were approved as a correct record and signed by the Chairman.

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

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

During discussion of the report Members:

- Noted the increase of 33 additional casualties from fire and clarified that prison fires related to prisons only. Members were informed that the HM Prisons Service dealt with the majority of incidence themselves however, if someone was injured in the incident then it was classed as a fire injury.
- Noted national pay talks were stalling the progress in relation to co-responding and until the national talks had been resolved it was unlikely change would be seen.

- Noted a recruitment campaign was currently being developed and great effort was being made to attract recruits from diverse a population as possible.
- Sought clarification regarding the percentages relating to the current workforce. Officers undertook to provide the data that underpinned the statistics. **ACTION: ACFO J Anderson**
- Welcomed the opportunities for young people to experience working in the fire service through the academy and work being undertaken with public service courses.
- Drew attention to the relationship between the Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service and questioned whether CFRS spent proportionally more in that relationship. Officers explained that proportionally Bedfordshire contributed more.

It was resolved unanimously to:

note the contents of the performance report.

64. ANNUAL INTERNAL AUDIT REPORT

Members received the Annual Internal Audit Report. In presenting the report Officers highlighted the positive audit opinion contained at paragraph 1.1 of the report.

Attention was drawn to paragraph 1.3 of the report and in particular the implementation of a new Asset and Equipment Management System. Officers explained that they suspected that the system was not being used as it should be and therefore an audit was requested and undertaken. The recommendations of which were being implemented and officers were satisfied that the system was now working.

In discussion Members commented on the work that had been undertaken to prepare the Service for when the United Kingdom left the European Union and asked Officers to expand on what needed to be done. Officers explained that work had focussed on ensuring an effective fuel supply chain in the event of shortages by storing fuel in specialised containers.

65. EXTERNAL AUDIT PLAN

The Committee considered the External Audit Plan. In presenting the report attention was drawn to the materiality level for the audit set at £820,000. The timeline for the external audit was highlighted by the presenting Officer and provided assurance to Members that the deadline was achievable. A Member requested that pictures contained within the report be changed to ones of Cambridgeshire rather than generic photographs.

It was resolved to note the External Audit Plan.

66. DRAFT ANNUAL GOVERNANCE STATEMENT

The Committee received the draft Annual Governance Statement that prepared in order to comply with Chartered Institute of Public Finance Accountancy (CIPFA) and Society of Local Authority Chief Executives guidance.

Members noted that the judicial review taking place regarding the Fire Authority and the Police and Crime Commissioner.

Officers informed Members that the Integrated Risk Management Performance report was undergoing a significant refresh which would be presented to the November meeting of the Fire Authority.

The Chairman drew attention to the clarity of the definition of governance contained at paragraph 5.1 of the report.

Members noted the update provided regarding Cambridge Fire Station and the potential shared accommodation with the Police.

It was resolved to note the draft Annual Governance Statement.

66. MEMBER LED REVIEW – APPROACH TO RECRUITMENT

The Committee received an update regarding the member led review into the approach to recruitment. Members noted that the review was due to be presented to this meeting of the Committee however, due to changes within Organisational Workforce Development (OWD) and a forthcoming wholetime recruitment campaign it was proposed to defer the item to the October meeting of the Committee.

It was resolved to note the update provided and defer the presentation of the member led review to the October meeting of the Committee.

67. MEMBER LED REVIEW – SAFE AND WELL VISITS

Members were informed that a review of the community safety structure was currently being undertaken and it was recommended that the member led review be deferred until the October meeting of the Committee by which time the outcome of the review would be known.

It was resolved to note the update provided and defer the presentation of the member led review to the October meeting of the Committee.

68. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Overview and Scrutiny Committee work programme and noted that the scheduled July meeting would not take place.

Members noted that it was proposed that areas for scrutiny were planned to be discussed at the June meeting of the Fire Authority and would be presented to the October meeting of the Committee.

It was resolved to note the work programme.

CHAIRMAN

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 18 July 2019

FINAL REVENUE AND CAPITAL BUDGET POSITION 2018/19 AND TREASURY MANAGEMENT STATEMENT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with the final 2018/19 revenue and capital budget outturn position and an update on the treasury management position.

2. Recommendations

- 2.1 The Committee is asked to;
- note the revenue and capital budget outturn position,
 - approve the requested budget holder carry forwards,
 - note the year-end balance sheet position as at 31 March 2019 as per the draft statement of accounts,
 - note the annual Treasury Management Statement.

3. Risk Assessment

- 3.1 **Economic** - the carry forwards and maintenance of adequate reserves will continue to be critical over the coming years to ensure that the Authority can continue to respond to the new Comprehensive Spending Review whilst minimising the impact on service delivery.

4. Background

- 4.1 The budget for 2018/19 was approved at the Fire Authority meeting held in February 2018. The total budget was set at £28.422m with a total precept of £19.422m.

- 4.2 At its meeting in July 2018, the Policy and Resources Committee approved a revenue carry forward of £3.415m from 2017/18 resulting in a total net budget for the current year of £31.837m.
- 4.3 The statutory statement of accounts is nearing completion. In accordance with the Accounts and Audit Regulations 2011, the formal draft set of accounts was completed and signed by the Treasurer by the 31 May 2019 deadline. The regulations require the final Statement of Accounts to be approved by the Authority (or a Committee with appropriate delegated powers) by 31 July 2019; this allows for the completion of the statutory audit. The Statement of Accounts will be presented to the Policy and Resources Committee on 18 July 2019.

5. Final Revenue Outturn Position

- 5.1 The Service had to recruit wholetime fire-fighters in 2018/19 to ensure crewing numbers were at the appropriate levels after accounting for anticipated retirements from the Service. This necessary over recruitment resulted in an over spend against the budget for wholetime firefighters but will ensure numbers are maintained throughout the current and next financial year.
- 5.2 The budgets for support and control were marginally overspent at year-end. The overspending was primarily owing to overtime in Control that was incurred in covering for sickness.
- 5.3 The under spend against the supplies and services budget relates to projects running behind schedule, specifically the introduction of a new Microsoft licensing model and associated document management system. The projected costs of this project are included within the carry forward provision detailed within this report. In addition, there are some additional carry forward requests and orders not yet received; this under spend has been utilised to finance capital expenditure and negate the requirement to borrow in the short term.
- 5.4 Debt charges for 2018/19 included a budget carried forward for specific capital projects. These projects remain on-going and as such will be carried forward into 2019/20 when the projects will be complete.
- 5.5 The operational fire budget was slightly under spent. This budget provides for the costs of On-Call firefighters and the under spend is owing to the On-Call firefighter establishment being below that forecast. This underspend includes the increased level of incidents attended owing to the spate conditions experienced by the Service in the summer of 2018.

6. Results for the Year

- 6.1 The final outturn position on the revenue budget, before application of carry forwards, reflects the spending trend reported to the Policy and Resources Committee in October 2018. After applying these, expenditure substantially matches budget at the year-end, with an under spend of £31k. A simple summary of the final outturn is shown below; further details, in normal budgetary control format, are set out in Appendix 1.

Budget Area	Under (-) / Over (+) £'000
Controllable expenditure/income	-1,489
Safety Netted Expenditure*	9
Over achieved Precept income	-625
Committed Revenue Expenditure (orders raised but not paid)	646
Grant Income Carried forward	879
Delegated Budgets Carried Forward	549
Final Under(-)/Over spend from 2018/19	-31

* This budget covers the demand led On-Call operational expenditure and ill health pensions.

- 6.2 The carry forwards are required for:

Funding requirements	£'000	Notes
Emergency services mobile communications programme (ESMCP) Grant	879	ESMCP and New Dimensions
ICT	170	Microsoft licensing Transition for document management system
Fleet and Equipment	167	Multi-star servicing and fire hoods
Learning and Development	74	Fixed Term L&D and Positive Action Roles ACAS training
IRMP Refresh	30	
Operational Training	60	Fixed term – additional Instructors
Other	48	MICA Upgrade and Local Resilience Forum

7. Balance Sheet and Reserves

7.1 The Authority's Draft Balance Sheet will be presented at the meeting. Particular attention is drawn to the position relating to the Authority's Reserves required to provide it with financial flexibility when dealing with unexpected circumstances. Specific reserves are set aside to provide for known or predicted liabilities.

7.2 A summary of movements in existing reserves is shown in the table below; the useable general reserve is £2,503k.

	Note	Balance at 01/04/17	In year Movement (-) funding out / funding in	Balance at 31/03/18
		£000	£000	£000
General Reserve	7.2	2,472	31	2,503
Property Redevelopment Reserve	7.3	8,463	(56)	8,407
Community Safety		200	0	200
Wholetime Reserve		975	0	975
Pension Reserve		824	0	824
Total		12,934	(25)	12,909

7.3 The Property Development Reserve is set aside to finance the costs of future refurbishment and development of the Authority's estate. This fund will be utilised to provide a new training facility. In addition, a project to upgrade aspects of service headquarters is being developed which will also need to be funded from this reserve.

8. Capital Programme

8.1 The final expenditure figures on the Capital Programme are detailed in the table below:

	Paragraph Ref.	Original Budget	Adjustments	Revised Estimate	Actuals to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	8.2	1,435	0	1,435	723
Land & Buildings	8.3	1,205	872	2,077	1,282
Equipment	8.4	263	2	265	236
IT and Communications	8.5	350	606	956	367
		3,253	1,480	4,733	2,608
Financing					
Capital Receipts		-286	0	-286	-86
Application of Capital Reserve		-1,794	0	-1,794	0
Revenue Contribution		-1,173	-1,480	-2,653	-2,522
		-3,253	-1,480	-4,733	-2,608

8.2 This budget covers the purchase of operational and non-operational vehicles. The adjustment was in respect of carry forwards for service cars, vans and fire appliances ordered in 2017/18 but not received. These adjustments were approved by the Policy and Resources Committee in July 2018. The purchase of a new aerial appliance was delayed so the funding earmarked this year will now be drawn down in 2019/20.

8.3 This budget also covers the maintenance of existing properties and the investment in new facilities. The adjustment relates to carry forwards from last year of funds provided for the committed capital improvements at fire stations.

8.4 The equipment relates to operational equipment; heavy duty rescue equipment, thermal imaging cameras, radios and appliance ladders.

8.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment.

9. Treasury Management Activities

- 9.1 The Treasury Management Policy requires the Treasurer to provide the Authority with an annual report on treasury management activity as part of the final accounts process; the report for 2018/19 is attached at Appendix 2.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Final Accounts working papers	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 01480 444619

SUMMARY OF FINAL OUTTURN POSITION



BCR by Category - Year 2019 - 13 - Closedown

Category Desc	Paragraph Ref.	Revised Budget	Budget To Date	Actual To Date	Variance
Full Time Firefighters		£ 11,112,590	£ 11,112,590	£ 11,352,483	£ 239,893
Control Room Staff		£ 1,533,910	£ 1,533,910	£ 1,548,338	£ 14,428
Local Govt. Employees		£ 3,334,858	£ 3,334,858	£ 3,336,712	£ 1,854
Senior Management (Hay)		£ 2,800,561	£ 2,800,561	£ 2,803,591	£ 3,030
Recruitment & Training		£ 690,958	£ 690,958	£ 769,059	£ 78,101
Fire Allow ances		£ 521,123	£ 521,123	£ 509,072	-£ 12,051
EMPLOYEE COSTS	5.1/5.2	£ 19,994,000	£ 19,994,000	£ 20,319,254	£ 325,254
Property Maintenance		£ 427,433	£ 427,433	£ 457,347	£ 29,914
Insurance		£ 231,310	£ 231,310	£ 190,388	-£ 40,922
Energy Costs		£ 282,460	£ 282,460	£ 256,209	-£ 26,251
Cleaning		£ 152,629	£ 152,629	£ 142,079	-£ 10,550
Rents & Rates		£ 639,440	£ 639,440	£ 671,207	£ 31,767
PREMISES		£ 1,733,272	£ 1,733,272	£ 1,717,231	-£ 16,041
Car & Cycle Allow ances		£ 68,220	£ 68,220	£ 96,507	£ 28,287
Vehicle Running Expenses		£ 166,257	£ 166,257	£ 194,674	£ 28,417
Vehicle Insurance		£ 191,180	£ 191,180	£ 160,570	-£ 30,611
TRANSPORT AND MOVEABLE PLANT		£ 425,657	£ 425,657	£ 451,750	£ 26,093
Office Expenses		£ 355,156	£ 355,156	£ 261,837	-£ 93,319
IT & Communications Equip.		£ 2,112,777	£ 2,112,777	£ 1,767,319	-£ 345,458
Fire Equipment		£ 350,535	£ 350,535	£ 314,632	-£ 35,903
Uniforms & Clothing		£ 569,722	£ 569,722	£ 557,566	-£ 12,156
Other Supplies & Services		£ 1,233,337	£ 1,233,337	£ 1,159,692	-£ 73,645
SUPPLIES AND SERVICES	5.3	£ 4,621,527	£ 4,621,527	£ 4,061,045	-£ 560,482
CONTROLLABLE EXPENDITURE		£ 26,774,456	£ 26,774,456	£ 26,549,281	-£ 225,175
Other Income		-£ 1,718,739	-£ 1,718,739	-£ 2,019,841	-£ 301,102
Other Government Grants		-£ 468,190	-£ 468,190	-£ 533,295	-£ 65,105
CONTROLLABLE INCOME		-£ 2,186,929	-£ 2,186,929	-£ 2,553,136	-£ 366,207
NET CONTROLLABLE EXPENDITURE		£ 24,587,527	£ 24,587,527	£ 23,996,145	-£ 591,382
Debt Charges		£ 4,027,488	£ 4,027,488	£ 3,148,950	-£ 878,538
External Interest		-£ 90,000	-£ 90,000	-£ 109,578	-£ 19,578
CAPITAL FINANCING	5.4	£ 3,937,488	£ 3,937,488	£ 3,039,371	-£ 898,117
Pensions - Lump Sums		£ 611,080	£ 611,080	£ 652,509	£ 41,429
Operational Fire Budget		£ 2,848,910	£ 2,848,910	£ 2,816,241	-£ 32,669
SAFETY-NETTED EXPENDITURE	5.5	£ 3,459,990	£ 3,459,990	£ 3,468,750	£ 8,760
NET EXPENDITURE		£ 31,985,005	£ 31,985,005	£ 30,504,266	-£ 1,480,739
Grant/Precept Income		-£ 28,386,140	-£ 28,386,140	-£ 29,010,705	-£ 624,565
Carry Forwards / Grants and Orders transferred to Earmarked Reserve	6.2/6.2	£ 3,598,865	£ 3,598,865	£ 1,493,561	£ 2,074,304
Year -end Underspend transferred to General Reserve	7.2				-£ 31,000

Annual Treasury Management Review 2018/19

April 2019

Annual Treasury Management Review 2018/19

1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2018/19 the minimum reporting requirements were that the Policy and Resources Committee should receive the following reports:

- an annual treasury strategy in advance of the year;
- a mid-year (minimum) treasury update report; and
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by members.

2. Treasury Position as at 31 March 2019

At the beginning and the end of 2018/19 the Authority's treasury, (excluding borrowing by PFI and finance leases), position was as follows:

DEBT PORTFOLIO	31 March 2018 Principal	Rate/ Return	Average Life yrs	31 March 2019 Principal	Rate/ Return	Average Life yrs
Total debt	£3.200m	4.40%	36	£3.200m	4.40%	35
CFR	£3.347m			£3.046 m		
Over / (under) borrowing	(£0.147)m			£0.154m		
Total investments	£15.914X m	0.42%		£13.610m	0.64%	
Net Investments	£12.714m			£10.410m		

INVESTMENT PORTFOLIO	Actual 31.3.18 £000	Actual 31.3.18 %	Actual 31.3.19 £000	Actual 31.3.19 %
Treasury investments				
Banks	12,910	81.12	10,604	77.91
Building Societies - rated	3,004	18.88	3,006	22.09
TOTAL TREASURY INVESTMENTS	15,914	100%	13,610	100%

All investments were 364 days or less

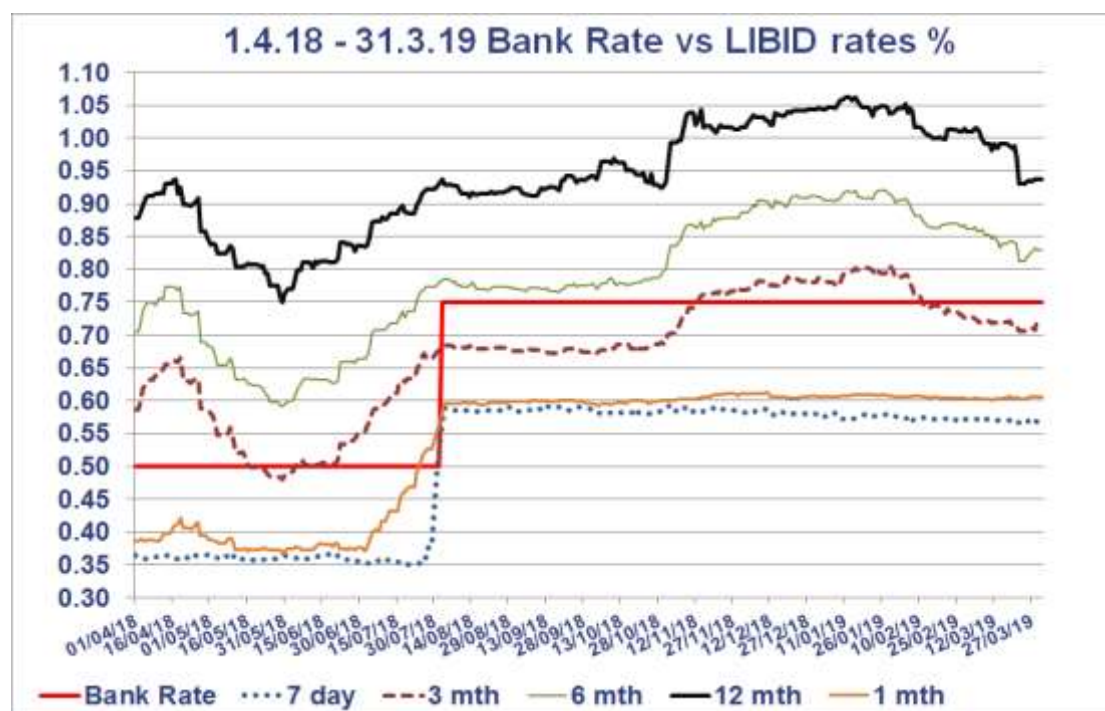
3. Investment Outturn

Investment Policy – the Authority's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Authority in February 2018. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties

4. The strategy for 2018/19

4.1 Investment strategy and control of interest rate risk



For authorities that have sufficient cash balances to place longer term investments -

Investment returns remained low during 2018/19. The expectation for interest rates within the treasury management strategy for 2018/19 was that Bank Rate would rise from 0.50% to 0.75%. At the start of 2018-19, and after UK GDP growth had proved disappointingly weak in the first few months of 2018, the expectation for the timing of this increase was pushed back from May to August 2018. Investment interest rates were therefore on a gently rising trend in the first half of the year after April, in anticipation that the MPC would raise Bank Rate in August. This duly happened at the MPC meeting on 2 August 2018. During this period, investments were, therefore, kept shorter term in anticipation that rates would be higher later in the year.

It was not expected that the MPC would raise Bank Rate again during 2018-19 after August in view of the fact that the UK was entering into a time of major uncertainty with Brexit due in March 2019. Value was therefore sought by placing longer term investments after 2 August where cash balances were sufficient to allow this.

Investment rates were little changed during August to October but rose sharply after the MPC meeting of 1 November was unexpectedly hawkish about their perception of building inflationary pressures, particularly from rising wages. However, weak GDP growth data after December, plus increasing concerns generated by Brexit, resulted in investment rates falling back again.

Continued uncertainty in the aftermath of the 2008 financial crisis has promoted a cautious approach whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

4.2 Borrowing strategy and control of interest rate risk

During 2018-19, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

5. Investment Outturn

Investment Policy – the Authority's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Authority in February 2018. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data.

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties.

Resources – the Authority's cash balances comprise revenue and capital resources and cash flow monies. The Authority's core cash resources comprised as follows:

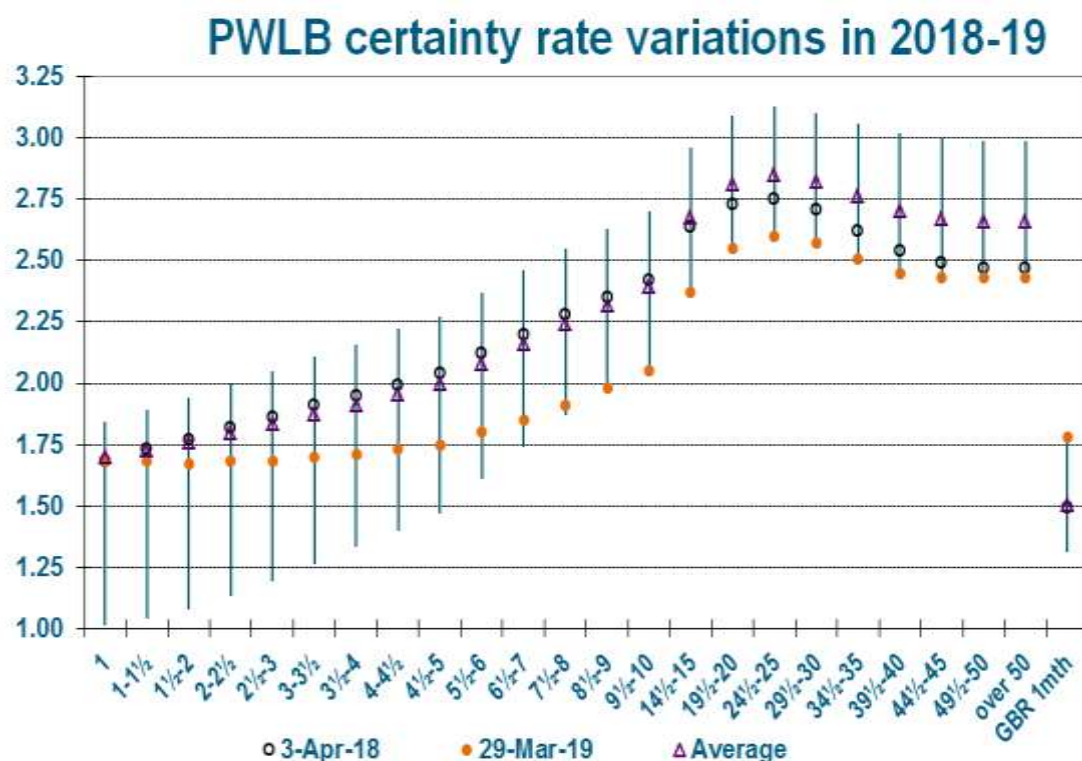
Balance Sheet Resources (£m)	31 March 2018	31 March 2019
Balances	2,472	2,500
Earmarked reserves	10,033	8,509
Usable capital receipts	1,433	1,376
Usable capital Grants	2,586	2,587
Total	16,524	14,972

Appendix 1: Prudential and treasury indicators

	Budget 2018/19 £m	Actual 2018/19 £m
	£m	£m
Capital Financing Requirement	3.605	3.046
Operational Boundary	3.333	3.333
Actual External Debt as at 31 March 2019		3.200
Authorised Limit	4.833	3.333
Upper limit for fixed interest rate exposure		
Net principal fixed rate borrowing / investments	100%	100%
Upper limit for variable interest rate exposure	100%	100%
Net principal variable rate borrowing / investments		
Upper limit for total principal sums invested for over 364 days	0%	0%
Maturity structure of new fixed rate borrowing during 2016/17:		
	Upper Limit	Lower Limit
under 12 months	100%	0%
12 months and with 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Appendix 2: Borrowing and investment rates

PWLB borrowing rates



Money market investment rates and forecasts 2018/19

	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
01/04/2018	0.50	0.36	0.39	0.59	0.70	0.88
31/03/2019	0.75	0.57	0.61	0.72	0.83	0.94
High	0.75	0.59	0.61	0.81	0.92	1.06
High Date	02/08/2018	01/11/2018	10/12/2018	29/01/2019	15/01/2019	11/01/2019
Low	0.50	0.35	0.37	0.48	0.59	0.75
Low Date	01/04/2018	19/07/2018	30/05/2018	30/05/2018	30/05/2018	30/05/2018
Average	0.67	0.51	0.54	0.68	0.79	0.94
Spread	0.25	0.24	0.25	0.33	0.33	0.31

Link Asset Services Interest Rate View 7.11.17														
	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%
3 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.60%	0.60%	0.60%	0.70%	0.90%	0.90%	1.00%	1.20%	1.20%	1.20%
6 Month LIBID	0.50%	0.50%	0.50%	0.60%	0.80%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%
12 Month LIBID	0.70%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.10%	1.30%	1.30%	1.40%	1.50%	1.50%	1.60%

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer, Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer, Matthew Warren
01480 444500
matthew.warren@cambsfire.gov.uk

DATE: 18 July 2019

EQUAL PAY AUDIT – RECOMMENDATIONS AND NEXT STEPS

1. Purpose

- 1.1 The purpose of this report is to inform the Policy and Resources Committee of the recommendations made in a recently conducted equal pay audit and of work being done to progress them.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the contents of this report for information and in particular to note the timescales for when further information will be provided and for when decisions are anticipated to be requested.

3. Risk Assessment

- 3.1 **Political** – there may be political risk in not properly implementing the recommendations from the equal pay audit, particularly given that our commitment to undertaking the audit is set out in the Integrated Risk Management Plan (IRMP) 2017-2020.
- 3.2 **Economic** – there may be on-going costs associated with fully implementing the recommendations from the equal pay audit. This is dependent on the outcomes of work to be carried out (detailed in section 4 below) and therefore these cannot be determined at this stage.
- 3.3 **Social** – implementing the recommendations from the equal pay audit will demonstrate to both current and prospective employees that the Authority is committed to ensuring equality, transparency and a feeling of fairness across the organisation. As well as directly contributing to our work to recruit and retain a more diverse workforce, research shows that this will also contribute to employee morale and engagement levels.
- 3.4 **Legal** – not pursuing the recommendations in the audit may place the Authority at risk of legal claims from employees that relate to equal pay issues.

4. Background

- 4.1 The IRMP 2017-2020 set out our commitment to undertake an equal pay audit. A specialist consultancy, who have significant experience in the area of employee pay and benefits, was commissioned to conduct an equal pay audit.
- 4.2 The audit was completed in Quarter 4 of 2018/19 and the findings and recommendations presented to Chief Officers at the end of April 2019.
- 4.3 The findings and recommendations from the audit are set out at Appendix 1.
- 4.4 The recommendation to review the combination of allowances paid to identified professional support staff roles (Part A, recommendation 5) will be progressed by Officers. This work is not expected to be at a level which will require any decisions by the Authority.
- 4.5 The recommendations to review the use of and selection for work attracting additional allowances for uniformed staff (Part B, recommendations 2 and 3) will also be taken forward by Officers. This work is also not expected to be at a level which will require any decisions by the Authority.
- 4.6 Work to review the management band grade structure for professional support staff (Part A, recommendations 1, 2 and 4) has begun, with a specialist consultancy commissioned to advise on the design of a proposed new grade structure for management band professional support staff (those staff currently paid at grades MB1 – MB5). It is proposed to introduce a new grade structure from April 2020.
- 4.7 A further paper will be brought to the Policy and Resources Committee meeting scheduled for December 2019/January 2020. It is anticipated that this will include a proposal for the new grade structure, with a recommendation for the Committee to consider and approve and to allow referral to full Fire Authority in February 2020. If approval is given this should enable the proposed introduction date of April 2020 to be achieved, subject to consultation with representative bodies and/or affected employees.

5. Equality Impact Assessment

- 5.1 Equality impact assessment will be completed in relation to each of the proposed actions. Any impacts are expected to be positive, as actions will directly respond to the recommendations of the equal pay audit.

BIBLIOGRAPHY

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

Appendix 1 – Findings and Recommendations from Equal Pay Audit

Part A – Professional Support Staff

	Findings/Conclusions	Recommendations
1.	There is considerable grade overlap in the MB Grades. This has caused the average pay of female employees in Grades MB3 and MB4 to be considerably lower than male employees in those grades.	To review the grade structure with a view to reducing the span (and therefore overlap) of MB Grades.
2.	The grade boundaries do not follow the standard Hay reference points. This means that some 'clusters' or jobs that should be in the same grade are in different grades.	To review the grade structure with a view to aligning the grade boundaries closer to the Hay standard reference points.
3.	There are some pay differences in Grades Scales 4 and SO1 but these are explained by length of service or re-gradings.	No recommendations.
4.	There are very few instances of pay gaps in the race analysis. There is one large pay gap in Grade MB1, which again is due to the wide span of the grade.	To review the grade structure with a view to reducing the span (and therefore overlap) of MB Grades.
5.	The value of allowance paid to support staff is relatively low. The only concern is the combination of allowances that some jobs (predominately or exclusively male) attract.	Review the allowances highlighted in the report to ensure they pass the 'proportionate means to achieve a legitimate aim' test.

Part B – Uniformed Staff (including Combined Fire Control)

	Findings/Conclusions	Recommendations
1.	There are few gender or race pay gaps within grades in the Fire Service. Any pay gaps identified are due to employees being on the development rate compared to the majority who are on the competent rate.	No recommendations.
2.	Some allowances are paid disproportionately to the gender profile.	Review the use of some allowances. Review how employees are selected for specific additional duties that attract allowances for example, acting up.
3.	There are some Officers who receive a combination of allowances.	Review the use of these allowances to ensure they meet the 'proportionate means to achieve a legitimate aim' test (for example some Officers receive *FDS, CPD, PO FDS, Telephone Allowance and Honoraria) which adds a third extra pay every month plus an annual addition of £2000.

***FDS (Flexi Duty System), CPD (Continuous Professional Development), PO FDS (Principal Officer Flexi Duty System)**

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 18 July 2019

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

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

2. Recommendation

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

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial years 2018/19 and 2019/20 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
 - firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and a number of external factors including the comprehensive spending review, National Framework, Integrated Risk Management Plan, Sustainable Communities Strategies, General Consultation and Legislation.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next in order to be completed.
- 4.5 The evaluation criteria focus on the following areas;
- benefits realisation – outlining the key benefit areas and how they can be achieved,
 - technical complexity – focusing on the complexity of the technical solution,
 - financial implications – including the estimated time and costs for project implementation and post project operational support,
 - business impact – covering the impact on key stakeholders and the organisation,
 - risks – the extent of risk exposure facing the organisation,
 - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
- 4.7 At the Policy and Resources Committee meeting in April 2019, when the previous programme management was presented, the Committee requested a further update to be presented on the progress of the ICT related projects.
- Project P108 – ICCS and Mobilising solution is on track and currently out to tender, the deadline for responses is 5 July 2019 at which point the evaluations process will commence.
 - Project P089 – ESMCP is a Home Office run project looking to replace emergency services mobile communications, the status of this project is amber as we are awaiting information in the form of the business case to provide us with financial information. Work is still progressing on this project and we are responding to and meeting all deadlines set.
 - Project P109 – VDI Upgrade is nearing completion. All staff are off the VDI environment and it has now been decommissioned. The Windows 10 XenDesktop image is now in use across the Service and has alleviated

many of the issues that were being experienced on XenDesktop Windows 7 image.

- Project P098 – CPSN project replaces the network that Cambridgeshire fire and rescue is operating on; this project has now moved to the implementation phase and is in progress. Bandwidth upgrades have taken place at wholetime and day-crewed stations. Further updates to a number of On—Call stations will be made by the end of the year.
- Project P102 – Unified Communications, which is Skype for Business, has been made available to staff as the XenDesktop Windows 10 image has been rolled out. This has provided access to instant messaging, presence information, ability to schedule and take part in skype meetings and to make skype calls. The system is working extremely well.

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

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: NA Completion Date: TBC Overall status: Green		SQ Evaluations completed and 6 bidders taken through to Tender stage Tender documents released with a deadline of 5 th July for responses Successful site visits with suppliers held w/c 20 th May Evaluations booked in and relevant personnel secured Responding to clarifications as received	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	Delays in procurement process
			Timescales	TBC following contract award
P073 Asset Management Software Project Sponsor: Matthew Warren Project M: Stuart Grey Lead Member: NA Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec 18 Stage 5 ICT/Health & Safety Mar 2019 -	As a result of the audit carried out by external auditors in Jan/ Feb there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource but this is being progressed. Operational ownership of system is also being established.	Health and safety team still validating data. Property Data to be demonstrated to team. Costs and weights of assets have now been added to the database and are appearing in the reports. ICT data to be input into the system using spreadsheets currently.	Board	
			Team	
			Budget	
			Risk	
			Controls	Deviation Report to be drafted for Stage 5 once ICT dates reviewed

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Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:82

Author_Id: JACKIE.WATSON

Project	Issues	Successes	Project Performance	
Property Sep 2019. Overall Status: Green			Timescales	
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Jon Anderson CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC Status: Amber	<p>The National Audit Office report was critical of the significant increase in cost from the original £6.1 billion which has now risen to £9.3 billion and that the dates for completion are considered optimistic.</p> <p>Revised business case approval or otherwise expected Nov/Dec. Still awaiting revised timeline.</p> <p>The Public Accounts Committee Meeting on the 22nd May highlighted a number of major issues:</p> <ul style="list-style-type: none"> • Timelines remain too optimistic • Absence of joined up working • Costs still likely to increase • Inadequate Project 	<p>Approval in principal for the recruitment of a Technical Project Manager to oversee the technical issues that ESN will present to CFRS has been approved to be part funded from grant funding.</p> <p>Will commence some coverage testing with 4G to measure/monitor signal strength across the Service.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on Airwave.
			Controls	

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Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:82

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

June 2019 Item 9 - Appendix 1

Project	Issues	Successes	Project Performance	
P089 ESMCP cont....	Governance <ul style="list-style-type: none"> Absence of clarity of costs Risks not controlled satisfactorily 		Timescales	Still unknown
P109 VDI Upgrade Shared Service Project PM: Sarah Newton Project Sponsor: Matthew Warren Completion: Dec 2018-May 2019-Aug 2019 Status: Green		The XenDesktop Windows 10/Office 2016 desktop environment has been rolled out to all staff, which has alleviated the performance issues experienced in the Windows 7 image. The old VDI environment has been decommissioned.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Likely to slip.
P088 On-Call Board Project Stage 2 PM: Karl Bowden Project Sponsor: Rick Hylton Lead Member: Cllr Reynolds Completion Date: Stage 1 Feb 16 Complete Stage 2: May 31st 2016 Complete Stage 3: Alternative Appliances Jan 2018 Jan 2019	Phased response Following visit to the supplier, CFRS will receive the system on the 28 th May 2019. It will then undergo in-house testing before being trialled at selected stations.	Alternative Appliances Criteria has been established for the allocation of the Alternative Appliances. Performance team is compiling the data and will provide a score outcome that will be used to place the appliances at the respective stations. This should be completed by 3 rd June 2019. Sutton Trial Involves 2/3 Firefighters driving to another station by service vehicle. All elements completed, apart	Board	
			Team	
			Budget	
			Risk	
			Controls	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:82

Author_Id: JACKIE.WATSON

Project	Issues	Successes	Project Performance	
Alternative Crewing On Call standby's March 2017 Complete Alternative Crewing W/T Secondary Contracts June 2018 Complete Phased Response April 2019-TBC Sutton Trial - TBC 13.5 Ladders – June 2019 Crewing – June 2019 Status: Green		from automating Control Procedures which will be driven by the system Change Request (Phased Response) 13.5m Ladders and Crewing of less than 4 Both pieces of work now allocated new work stream leads. Feasibility Reports remain on schedule for June's Project Board	Timescales	Phased Response workstream will miss planned go live. However, no impact to overall project
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: NA Contract Award Completion date: June 2019 (via VEAT Notice May 2017) Dec 2019 Overall status: Green		The bandwidth provision to whole time and day crewed stations has been doubled over the last couple of weeks. Plans are in place to replace the copper connections to some on-call stations with fibre by the end of the year (Dec 19). The project remains on schedule.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Dec 19 – Deviation report to be drafted
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren /Z Evans PM: Sarah Newton		Skype for Business will be available for use by all staff when we roll out the Win10 XenDesktop image. This will allow staff to: <ul style="list-style-type: none"> • use Instant Messaging 	Board	
			Budget	
			Team	
			Risk	
			Controls	

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Business Development Programme Status Report

June 2019 Item 9 - Appendix 1

Project	Issues	Successes	Project Performance	
Completion Date: Sept 2018-April 2019-Nov 2019 Project Status : Green		<ul style="list-style-type: none"> • see presence information • schedule and take part in Skype meetings • make Skype calls System is working extremely well.	Timescales	(Deviation Report Pending ICT Shared Service Governance Board decision)
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith Completion date: Negotiations/Sign collective agreement Oct 2018 Implementation Jan 2019 April 2019-May 2019-July 2019 Status: Amber		Agreement reached on the new shift at local level - it has been signed off at regional level but awaiting national sign off from the FBU. Proposed go live date is 1st July.	Board	
			Team	Team have been formed for negotiation. This may change once we have a shift system in principle.
			Budget	
			Risk	Way forward agreed and agreement in principle reached
			Controls	Have shift system that currently functions (could go live with new system in the middle of the year).
			Timescales	Planning for 1 st July 2019.

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Business Development Programme Status Report

June 2019 Item 9 - Appendix 1

Project	Issues	Successes	Project Performance	
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart Grey Completion date: First phase Contract signed 31/05/18 Status: Amber - In planning	Awaiting outcome of Judicial Review	.	Board	Not yet formed
			Team	Not yet formed
			Budget	Awaiting Planning decision
			Risk	Full risk review undertaken
			Controls	Board and Team not formed
			Timescales	Awaiting Planning decision
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey Completion date: TBD Status: Amber - In Planning	Awaiting outcome of Judicial review.		Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	Need to understand feasibility & costings. Result of Judicial review may impact.

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Project	Issues	Successes	Project Performance	
P118 Fireground Radios (to include BA radios) Project Sponsor: Chris Parker Project Manager: Ed Miller Completion Date: Stage & 2 October 2019 Status: In Planning			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Type 2 Projects

Project	Issues	Successes	Project Performance	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: AC Callum Faint PM: John Sherrington Lead Member: NA Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Q4 2018-Jan 2019 Stage 3: Specialist roles Completion April 2019 Stage 3 Phase 2 CFC and Professional Support Staff Completion Octo 2019 Overall Status: Green	No issues to report.	Development work continues aligned to Stage 3 Phase 2 focussing around the recording of competencies of Combined Fire Control (CFC) and Professional Support staff. CFC development is currently delivering ahead of schedule.	Board	
			Team	
			Budget	
			Risk Controls	
			Timescales	Aligned to project target dates for delivery. (Oct 2019)

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Project	Issues	Successes	Project Performance	
P093 Co-Responding Project Sponsor: Jon Anderson Project Manager: Karl Bowden (part of P088) Lead Member: NA Co-Responding Trial End Sep 2016 – Nov 2016 Feb 2017 – Mar 2017 May 2017 – End of July Nov 2017 Overall status: Amber	Awaiting an agreed strategic decision on way forward. To be discussed at Programme Board.	CFRS is in continued discussions with East of England Ambulance Service (EEAS) as to future of Co-Responding.	Board	
			Team	
			Budget	
			Risk	EEAS slow to provide CBS clearance checks on new staff
			Control	
			Timescales	
P096 Use of Recording Devices & Governance Project Sponsor: Callum Faint PM : Trudi Wilson/Jodie Houseago Lead Member: NA Completion date: Phased Approach Phase 1 Policy /Guidelines		Trial of helmet cameras continues with regular review and seems to be working well. Next step is to discuss potential of submitting paper to Programme Board with findings on the proof of concept trial.	Board	
			Team	
			Budget	
			Risks	
			Controls	

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<p>01/03/17 Complete Phase 2 Red Fleet 30/04/17 Jan 2018 July 2018 Dash Cams 30 Sept 2018 Phase 3 Nov 17 Body cams/Helmet cameras TBD Body Cam work linked into trial.</p> <p>Overall status: Green</p>			Timescales	
<p>P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson Project Sponsor: J Anderson Completion Date: May 31st Dec 31st 2019 Overall Status: Green</p> <p>Replacement IRU on the run April 2018 June July 2018 - Complete</p>	<p>Deviation Report required for extension to timescales & potentially for Paratech equipment (if decision made to go ahead)</p>	<p>Rope Rescue –Now on the run -. Last training element completed now entering consolidation and review stage. Well received and positive feedback all round.</p> <p>Boats – 3x Boat engines and trollies arrived and at fleet. Boats will be delivered by June 7th. Due to strategic direction/partner information (Summer Spate predictions) boat operator courses planned for Jun-Sep are now delayed until September.</p> <p>Paratech – We have had permission from the board to obtain a quote from the UK supplier of Paratech, this has arrived. We have met with ACFO Anderson and are awaiting an</p>	Board	
			Team	
			Budget	
			Risk	
			Control	

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		outcome.	Timescales	Deviation Report to be drafted for July Board
P110 Server Upgrade Project Sponsor: Matthew Warren (Shared Service) PM: Sarah Newton Completion date: June 2018-Dec 18 Overall Status: Green		Project closure report to be approved by Project board.	Board	
			Team	
			Budget	
			Risk	
			Controls	
P114 Intranet Refresh Project Sponsor: Hayley Douglas PM: Claire Morris Completion date : 31/12/19 Status: Green	The technical side of the project could not be started until the supplier completed the external website. This content has now been migrated which took longer than anticipated.	External website Go Live is anticipated as w/c 10/06. Require network provider to swap IP address. The supplier will then commence work on Intranet & aim to have a test environment by the end of June. A demo will be presented to Board in July to show what intranet will look like. Population can commence in Aug.	Timescales	
			Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Delays with supplier resources Still due to complete before official finish date

Project	Issues	Successes	Project Performance	
P116 Aerial Replacement Project Sponsor: Callum Faint PM: Matt Murdoch Completion date: Feb 2021 Overall status: Green		Tender evaluations completed, successful supplier identified. Order submitted for 2 turntable ladders. Build time of approximately 15 months.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P119 Hydrant Software Review Project Project Sponsor: Chris Parker Project Manager: Nicola Smith Completion Date: 30th June (Review Stage) Overall Status : Green	Mapping and Street Gazetteer being out of date has been raised as a significant issue. The process for updating these and where that responsibility sits is being reviewed as a matter of urgency.	The contract has been signed for a further 12 months 'As Is' processes have been signed off by the project Team and will be presented to the Board in June Work has started on the 'To Be' processes.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P120 SHQ Barrier Project Sponsor : Chris Parker Project Manager: Maurice Moore Completion Date: Oct 2019 Overall status: Green		Awaiting outcome from Planning application Policy drafted Reviewed additional car parking spaces at SHQ – further options available.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Glossary

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

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

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POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2019/20

Date	Time	Venue
2019		
Thursday 18 July	1030 hours	Service HQ
Thursday 10 October	1030 hours	Service HQ
Thursday 19 December	1030 hours	Service HQ
2020		
Thursday 30 January	1030 hours	Service HQ
Thursday 23 April	1030 hours	Service HQ
Thursday 18 June	1030 hours	Service HQ

WORK PROGRAMME 2019/20

Thursday 18 July 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 25 April 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 28 May 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Final Revenue and Capital Budget Position 2018/19 and Treasury Management Statement	Deputy Chief Executive	
	Annual Audit Letter	Deputy Chief Executive	
	<u>Information and Monitoring</u> Equal Pay Audit – Recommendations and Next Steps	Deputy Chief Executive	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 10 October 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 18 July 2019	Tamar Oviatt-Ham	

	Minutes of Overview and Scrutiny Committee Meeting 3 October 2019	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 19 December 2019			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 10 October 2019	Tamar Oviatt-Ham	
	<u>Decision</u> Equal Pay Audit – Recommendations and Next Steps	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 30 January 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 19 December 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 9 January 2020	Tamar Oviatt-Ham	
	<u>Decision</u> Equal Pay Audit – Recommendations and Next Steps	Deputy Chief Executive	If not presented in December 2019
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	

	Work Programme 2019/20		
Thursday 23 April 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 30 January 2020	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 2 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		
Thursday 18 June 2020			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 23 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2019/20	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2019/20		

