

# FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



**Date: Tuesday, 31 October 2023**

**14:00hr**

**Fire Service Headquarters, Huntingdon  
[Venue Address]**

## AGENDA

**Open to Public and Press**

1. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>*
2. **Public Minutes of the Policy and Resources Committee meeting** **3 - 10**  
**held 26th April 2023**
3. **Action Log** **11 - 12**
4. **Revenue and Capital Budget Monitoring Report 2023-24** **13 - 20**
5. **Annual Review of the Operation of the ICT Shared Service Agreement** **21 - 32**
6. **Digital Strategy 2022-2025** **33 - 50**
7. **Property Portfolio Update** **51 - 52**

8. **Strategic Risk and Opportunity Management Register - Monitoring Report** 53 - 68
9. **Committee Work Programme** 69 - 72
10. **Minutes of the Overview & Scrutiny Committee meetings held 20th April and 4th October** 73 - 86

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

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

*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:

<https://www.cambsfire.gov.uk/fire-authority/meetings/>

Councillor Mohammed Jamil and Councillor David Over Councillor Simon Bywater  
Councillor Douglas Dew Councillor Bryony Goodliffe Councillor Edna Murphy Councillor  
Kevin Reynolds Councillor Philippa Slatter and Councillor Mandy Smith

Clerk Name:	Dawn Cave
Clerk Telephone:	01223 699178
Clerk Email:	dawn.cave@cambridgeshire.gov.uk

## Cambridgeshire and Peterborough Fire Authority Public Minutes of the Policy and Resources Committee meeting

Date: 26<sup>th</sup> April 2023

Time: 2.00pm – 3.08pm

Place: Fire HQ, Huntingdon

Present: Councillors: S Bywater, B Goodliffe (Chair), M Jamil (Vice Chair), D Dew, E Murphy, D Over, K Reynolds, P Slatter and M Smith

Officers: Jon Anderson, Shahin Ismail, Tamar Oviatt-Ham, Stuart Smith, Chris Strickland, Deb Thompson and Matthew Warren

### 37. Apologies for absence and declarations of interest

No apologies received or declarations of interest made.

The Chair welcomed Councillor Doug Dew to the Committee and thanked Councillor Michael Atkin for his time as a member of the Committee.

### 38. Minutes of the Policy and Resources Committee held 31<sup>st</sup> January 2023

The minutes of the meeting held on 31<sup>st</sup> January 2023 were approved as a correct record.

### 39. Action Log

The action log was noted. All actions were completed or in hand.

### 40. Revenue and Capital Budget Monitoring Report

Members considered an update on revenue and capital spending as of 31 March 2023.

Members noted:

- The report was still subject to year-end changes and a full update would be given, including any carry overs, in the report to Committee in June.

- The impact of pay award was highlighted in appendix 1 of the report and showed an overspend of 2%. This followed through to the control and local government staffing but not through to professional staffing as there had been a significant turnover in this area over the last year.

Arising from the report:

- A member queried why the rent and rates line was showing as red. The Deputy Chief Executive Officer explained that this was largely due to business rates and officers were currently reviewing where rates were being paid.

It was resolved unanimously to note the position on revenue and capital spending.

#### 41. Commercial and Procurement Activity – Annual Update

The Committee considered an update on the commercial activity of the organisation for the financial year 2022/23 (including exemptions), the key priorities for 2023/24 and an overview of changes to public procurement.

Members noted:

- Three category leads had been established, leading on specific elements of the service and this had created greater resilience within the team.
- A pipeline approach was used as best practice, and this allowed officers to establish, in good time, when contracts were coming to an end. Members noted that the PPE contract was coming to an end and that there would be an extensive piece of work carried out in relation to the retendering process.
- A new procurement act was being introduced by Government and there would be a focus around sustainability.
- The exemption process was only used in exceptional circumstances.

Arising from the report:

- A member queried if the waivers could be published on the Fire Authority Website. Officers stated that they could append the list of waivers to the regular report and that they could also publish them on the website. **ACTION**

- A member questioned whether there was a cost limit in relation to waivers. The Deputy Chief Executive Officer stated that waivers could be approved by the Chair of the Fire Authority on amounts over £50,000 and there was no limit. He clarified however that there were very strict criteria in relation to whether a waiver could be taken and that they would not be taken if the reasons were avoidable.
- A member sought clarity on any supply chain issues the authority were experiencing or would experience going forwards. The Deputy Chief Executive Officer explained that there would be challenges going forwards in relation to the supply of PPE in particular the BA set valves and lease cars. He explained that officers had established good lead in times to account for these difficulties. The Head of Commercial and Business Support explained that there was a risk register for the procurement of all contracts and that any issues were raised at regular contract review meetings. The Chief Fire Officer highlighted that the procurement team had significant influence on the National Fire Authority Council in relation to procurement and had been involved in work at a national level in relation to the training framework, pre-hospital emergency medicine, the apprenticeship framework and contingent labour.

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

## 42. Community Risk Management Plan (CRMP) 2024-29

Members considered an update on the creation of the Service's Community Risk Management Plan (CRMP) for 2024/29 and seek approval for our CRMP creation plans.

Members noted:

- The risk management plan was reviewed every 3-5 years. Officers were currently going through the process of collecting and analysing data.
- The report outline the timescales of the review and consultation process on the risk management plan.
- Consultation on the plan would be carried out through community forums and then the plan would be brought back to committee for approval in November 2023. The diagram at 9.4 of the report outlined the consultation timescales. Officers stated there was a possibility

there might be a delay in bringing the plan to Committee for approval due to the tight timescales for consultation.

- The plan was due to go live on 1 April 2024.
- The Chief Fire Officer stated that His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) had given positive feedback on the process in the inspection report for 2021-22.

Arising from the report:

- A member sought further information on the consultation process in relation to the community engagement forums. The reporting officer explained that there were over 200 people on the fire authorities social media network and that the service had established connections through partner organisations with hard to reach groups. The reporting officer stated that they also used the nextdoor app as well as facebook and tiktok to engage with individuals.
- A member queried whether officers had an idea of the number of responses they would receive through the consultation process. The reporting officer explained that through the first round of engagement in May-July through social media etc they expected to receive a good response rate. The reporting officer stated that through the second round when the formal consultation took place in November - January they generally receive around 30-40 formal responses.
- The Chair queried whether any engagement was carried out through the library service and a member also commented that members of the fire authority should be engaged to help increase engagement with the consultation. The reporting officer explained that they would contact members of the fire authority to see how they could support the engagement process. **ACTION**
- A member queried if there was any overlap with engagement on flood risk and rescue that could be utilised to help further engagement. The reporting officer explained that they worked closely with the Districts and County Council in this area and that as part of the safe and well visits that the fire authority carry out they discuss flood risk with individuals. They also work closely with the Environment Agency.

It was resolved unanimously to:

1. note the contents of this report and make comment as they deem appropriate;
2. approve the approach to Community Risk Management Plan creation.

#### 43. Efficiency Plan 2023-24

Members considered an overview of the Efficiency Plan for 2023/24.

Members noted:

- The service had worked hard over the last few years to prepare for potential financial challenges including extensive financial business continuity planning. The
- Government had provided fire and rescue authorities with the ability to increase its Band council tax by £5 and the increase in Cambridgeshire meant that, whilst efficiencies had been identified further cuts had been avoided.

It was resolved unanimously to note the plan and the compliance action, taken on behalf of the Authority, by the Service.

#### 44. Cambridgeshire Fire and Rescue Service Unwanted Fire Signals (UFS) Strategy

The Committee considered an update on update the Policy and Resources Committee on the strategy to reduce the burden of unwanted fire signals (UFS), and the Service's reporting of automatic fire alarms (AFA's) to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Members noted:

- A policy was already in place for non-attendance of AFAs during the period of 09:00 and 17:00 hours, Monday to Friday, for some none domestic premises (namely shops and offices) and this change had been made historically based on data and to improve efficiency and effectiveness when delivering services to the public.

- As part of the Operational Response Review project data had been reviewed to understand what capacity any additional policy change would create.
- It was intended to extend the AFA non-attendance policy between the hours of 09:00 – 17:00 Monday to Friday for the following additional premises:
  - Hospitals and hospices
  - Houses of multiple occupancy
  - Prisons and secure accommodation
  - Hostels
  - High rise buildings
- Officers had been consulting extensively with all of the bodies potentially affected by the change.

Arising from the report:

- A member sought further clarity in relation to vulnerable adults in high rise buildings and whether AFAs would be attended in such cases. The reporting officer explained that individual flats with AFA in high rise buildings would be treated as private residential properties so would be attended. If an AFA was activated in a communal area during the proposed times then this would be subject to the double knock system.
- A member commented that the additional premises added to the policy were public organisations and queried how regularly their fire procedures were checked. The reporting officer explained that there was a risk based inspection programme in place and public organisations were inspected on a regular basis and should they have a particular issue then the service would reserve the right to attend the premises.
- A member queried if schools were attended automatically. The reporting officer stated that education settings had not been attended automatically for a number of years.
- A member expressed their concern regarding the communications associated with the change in policy and how this would be publicised as the policy could be easily misinterpreted. The reporting officer explained that it was the onus of the responsible person at each premises to ensure fire procedures were in place and followed.



Officers had spoken to all responsible persons in relation to the change in policy and were supporting them.

- A member asked for more detail to be included in the communication of the changes in policy to ensure that it was clear to the general public why the changes were being made and plans in place to mitigate any risks. The reporting officer clarified that a detailed communications plan had been developed and agreed to share this with members.

#### **ACTION**

It was resolved unanimously to:

1. note the content of this report and in particular the risk assessment,
2. endorse the policy change detailed at Paragraph 8 of the report.

#### **45. Work Programme**

Members noted the forward Work Programme.

#### **46. Overview & Scrutiny Committee minutes for 19th January 2023**

Members note the Overview & Scrutiny Committee minutes of 19<sup>th</sup> January 2023.

#### **47. Exclusion of Press & Public**

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

#### **49. Site of the former Huntingdon Fire Station**

The Committee received an update on progress with the sale of the old Huntingdon Fire Station site.

It was resolved unanimously to note the current position.



## Fire Authority Policy and Resources Committee

## Minutes - Action Log

This is the updated action log as of 24th October 2023 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 from the 26 <sup>th</sup> April 2023 Committee Meeting					
40	Revenue and Capital Budget Monitoring Report	Deputy Chief Executive Officer	Members noted that the report was still subject to year-end changes and a full update would be given, including any carry overs, in the report to Committee in June 2023.	<b>Update 31 October 2023</b> This information was presented to the Fire Authority on 15 June 2023 as the Policy and Resources Committee scheduled for 22 June 2023 was cancelled.	<b>Completed</b>
41	Commercial and Procurement Activity – Annual Update	Head of Commercial Team	A Member queried if the waivers could be published on the Fire Authority website. Officers stated that they could append the list of waivers to the regular report and that they could also publish them on the website.	<b>Update 31 October 2023</b> An email was sent to Members on 23 October 2023 providing further information including the latest information on ‘exemptions’ and ‘contracts let.’	<b>Completed</b>
42	Community Risk Management Plan (CRMP) 2024/29	Head of Media, Communication and Transparency	Consultation on the plan would be carried out through community forums and then the plan would be brought back to Committee for approval in November 2023.	<b>Update 31 October 2023</b> Due to be presented to the full Fire Authority at its meeting on 20 December 2023 (rescheduled from 9 November 2023)	<b>Completed</b>

			<p>The Chair queried whether any engagement was carried out through the library service and a Member also commented that Members of the Fire Authority should be engaged to help increase engagement with the consultation. The reporting Officer explained that they would contact Members of the Fire Authority to see how they could support the engagement process.</p>	<p><b>Update 31 October 2023</b> Email sent to Members on 6 June 2023 outlining public engagement exercise, including an example communication that could be used when engaging with their own constituents. The Service were advised to contact Huntingdon library who then sent posters to all libraries in the county, on our behalf; these posters had a QR code to access a survey.</p>	<b>Completed</b>
44	Cambridgeshire Fire and Rescue Service Unwanted Fire Signals (UFS) Strategy	Area Commander Operational Response and Fire Protection	<p>A Member asked for more detail to be included in the communication of the changes in policy to ensure that it was clear to the general public why the changes were being made and plans in place to mitigate any risks. The reporting Officer clarified that a detailed communications plan had been developed and agreed to share this with Members.</p>	<p><b>Update 31 October 2023</b> The Service has and will continue to proactively communicate with members of the public through social media and one to one engagement with our Fire Protection teams.</p> <p>Responsible persons for buildings affected by the policy also have a responsibility to share the information on our behalf and the Service has continued to engage and support them in doing this where possible.</p>	<b>Completed</b>

To: Policy and Resources Committee

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

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 31 October 2023

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## Revenue and Capital Budget Monitoring Report 2023-24

### 1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on revenue and capital spending as of 30 September 2023.

### 2. Recommendation

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

### 3. Risk Assessment

- 3.1 **Economic** – the greatest risk to the in-year budget is the continued impact of inflation on prices and pay. The Authority may have to use reserves to balance spend at the end of the financial year.

### 4. Background

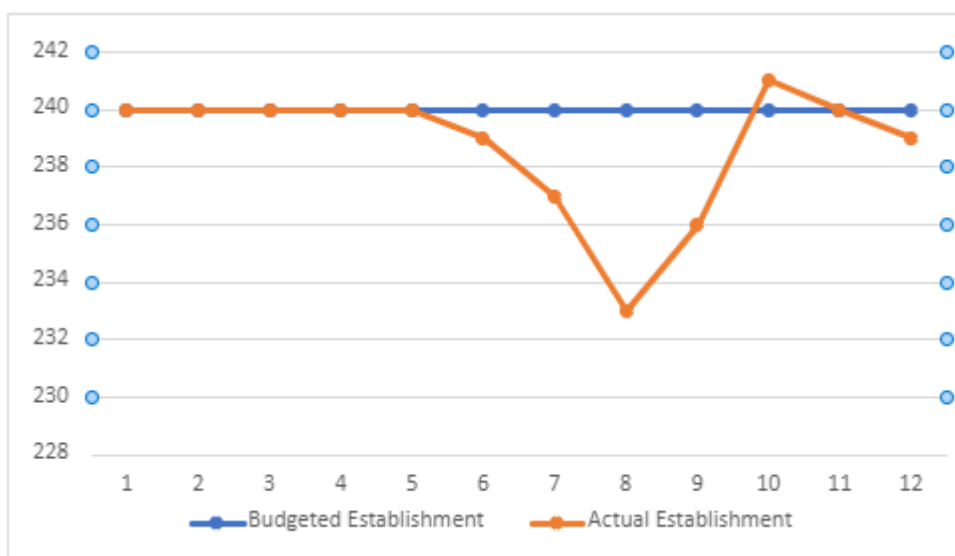
- 4.1 The budget for 2023/24 was approved at the Fire Authority meeting held in February 2023. The total budget was set at £33.671m with a total precept of £24.136m.
- 4.2 At its meeting in June 2023 the Authority approved a revenue carry forward of £1.636m. The carry forward included grant income of £0.647m which will be held in reserve until the funding is required. Grant funding of £1.4m relating to business rate multiplier inflation has been transferred into a reserve to fund specific one-off capital expenditure. The final adjustment from reserves of £459k will finance a retrospective pay award. This leaves the Authority with a revised revenue budget for the 2023/24 financial year of £35.720m.
- 4.3 A budgetary control summary showing the main variations to 30 September 2023 is attached at Appendix 1. The carry forwards highlighted in Paragraph 4.2 above have been incorporated into the current year budgets.

## 5. Inflationary Pressures

- 5.1 As highlighted through the budget setting process for the 2023/24 financial year, inflation continued to be deemed the greatest risk to the financial sustainability of the Authority in the short-term.

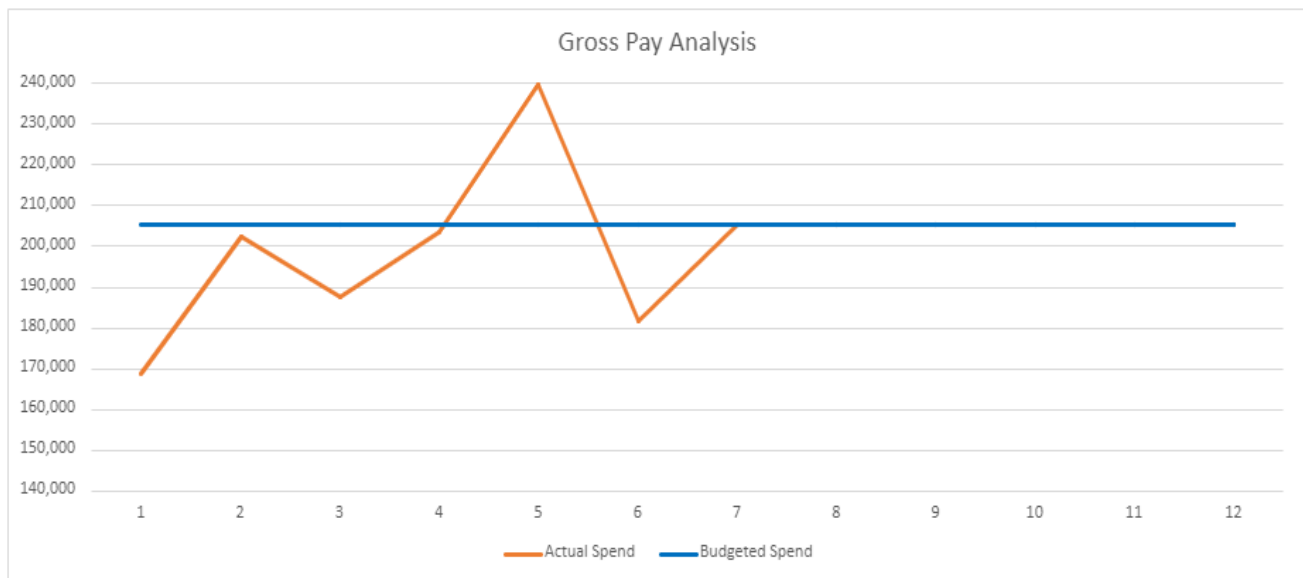
## 6. Update – Revenue Expenditure

- 6.1 The budget for full-time firefighters is currently slightly overspent this financial year primarily due to mandatory training and associated overtime payments. Actual firefighter numbers are slightly lower than that budgeted for in the establishment however the Service has robust plans in place to bring wholtime crewing levels back in line with the budgeted establishment by the end of the calendar year.



- 6.2 The control pay budget will come under additional pressure as we move to implementation of the new mobilisation system. This pressure is related to overtime required to backfill watches whilst they are being trained on the new system. This will be closely controlled to ensure we balance additional spend and crewing levels.
- 6.3 The pay award for professional support employees is still to be agreed. There is a risk that it will be greater than that forecast which may create a small on-going pressure. However the in-year pressure will be offset by savings resulting from delays in recruiting to vacant posts.
- 6.4 The premises budget is currently underspent by £158k. This is not expected to continue to year-end as the Service anticipates energy cost pressures through the colder months.
- 6.5 Vehicle running expenses are showing an overspend. This is owing to supply challenges with the silver fleet resulting in higher maintenance costs. However the rollout of new Officer cars will begin in November so the burden on this budget will drop in the latter part of the financial year.

- 6.6 The supplies and services budgets are showing an underspend. This budget is where all savings identified as part of the comprehensive spending review (CSR) preparation project are held. It is intended to use these savings to fund the budget gaps caused by inflationary increases at year-end.
- 6.7 The operational fire budget relates to On-Call firefighter expenditure. This expenditure fluctuates according to demand and is continually monitored through the financial year. The current budget is underspent significantly, which is a direct contrast to this time last year when the Service had experienced significant demand and was overspending.



- 6.8 The Service continues to work with District Council colleagues and external advisors to clarify the position regarding business rate income. This income continues to exceed the indicative baseline funding level. To protect small business from increases in business rates, the Government froze the rate a business would pay in 2020. To ensure local authorities and fire services were not disadvantaged, the Government issued a top-up grant for the shortfall in funding. As a service, we rely on the collecting authorities to inform us each January of anticipated income levels. There have been significant adjustments relating to historic income that is now being received. It is our plan to utilise this income on capital projects so not to commit to on-going expenditure. We will continue to work with District Council partners to understand the income position moving forward. We hope to be able to report this to the Fire Authority in February 2024.

## 7. Update - Capital Expenditure and Financing

- 7.1 The revised capital programme, together with spending to date, is shown in the table contained within Appendix 2
- 7.2 This budget covers the purchase of operational and non-operational vehicles. The purchase of new vehicles is in line with the revised Fleet Strategy and Plan. It also considers the new sustainability strategy. The revised forecast provides for a foam water carrier, a mixture of service fleet vans and cars along with new hybrid flexi Officer vehicles. The carry forward relates to flexi Officer car purchases that have been delayed by almost two years.
- 7.3 This budget covers the maintenance and refurbishment of existing properties across the entire estate.
- 7.4 The IT and communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The purchase and implementation of the new mobilisation system is included within this budget.
- 7.5 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.
- 7.6 The Authority is still carrying debt of £5.7m. This position remains unchanged since June 2021, the last time any additional debt was taken. The Authority is holding £8.6m on deposit against this debt. A summary table of this position is shown in Appendix 3.

### Source Documents

Revenue and Capital Budget Position 2023/24 Reports and Committee Minutes

#### Location:

Fire Service HQ  
Hinchingsbrooke Cottage  
Huntingdon

#### Contact Officer:

Deb Thompson  
Scrutiny and Assurance Manager  
[deb.thompson@cambsfire.gov.uk](mailto:deb.thompson@cambsfire.gov.uk)



## Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		14,416,052	7,223,642	7,233,382	9,740	0%
Control Room Staff		1,861,170	935,243	949,893	14,650	2%
Local Govt. Employees		3,091,211	1,546,813	1,395,047	-151,766	-10%
Senior Management (Hay)		4,443,130	2,276,123	2,195,468	-80,655	-4%
Recruitment & Training		570,988	299,755	260,700	-39,055	-13%
Fire Allowances		767,923	286,847	272,545	-14,302	-5%
<b>EMPLOYEE COSTS</b>	<b>6.1 - 6.3</b>	<b>25,150,474</b>	<b>12,568,423</b>	<b>12,307,036</b>	<b>-261,387</b>	<b>-2%</b>
Property Maintenance		506,011	288,714	213,043	-75,671	-26%
Insurance		61,613	0	8,967	8,967	0%
Energy Costs		593,297	280,478	226,176	-54,302	-19%
Cleaning		42,527	18,823	13,637	-5,186	-28%
Rents & Rates		746,580	746,580	714,585	-31,995	-4%
<b>PREMISES</b>	<b>6.4</b>	<b>1,950,028</b>	<b>1,334,595</b>	<b>1,176,407</b>	<b>-158,188</b>	<b>-0</b>
Car & Cycle Allowances		47,938	28,964	27,595	-1,369	-5%
Vehicle Running Expenses		213,462	107,906	120,134	12,228	11%
Vehicle Insurance		128,938	8,000	7,865	-135	-2%
<b>TRANSPORT AND MOVEABLE PLANT</b>	<b>6.5</b>	<b>390,338</b>	<b>144,870</b>	<b>155,593</b>	<b>10,723</b>	<b>0</b>
Office Expenses		221,955	113,301	102,479	-10,822	-10%
IT & Communications Equip.		2,245,154	1,302,357	1,355,890	53,533	4%
Fire Equipment		379,810	200,766	186,117	-14,649	-7%
Uniforms & Clothing		494,383	247,839	174,666	-73,173	-30%
Other Supplies & Services		2,856,697	1,288,805	673,396	-615,409	-48%
<b>SUPPLIES AND SERVICES</b>	<b>6.6</b>	<b>6,197,999</b>	<b>3,153,068</b>	<b>2,492,548</b>	<b>-660,520</b>	
<b>CONTROLLABLE EXPENDITURE</b>		<b>33,688,839</b>	<b>17,200,956</b>	<b>16,131,583</b>	<b>-1,069,373</b>	<b>-6%</b>
Other Income		-1,706,363	-534,558	-840,295	-305,737	57%
Other Government Grants		-1,878,756	-1,450,314	-1,615,775	-165,461	11%
<b>CONTROLLABLE INCOME</b>	<b>6.8</b>	<b>-3,585,119</b>	<b>-1,984,872</b>	<b>-2,456,070</b>	<b>-471,198</b>	
<b>NET CONTROLLABLE EXPENDITURE</b>		<b>30,103,720</b>	<b>15,216,084</b>	<b>13,675,513</b>	<b>-1,540,571</b>	<b>-10%</b>
Debt Charges		637,692	93,876	64,111	-29,765	-32%
External Interest		-70,000	-35,000	-81,069	-46,069	132%
<b>CAPITAL FINANCING</b>		<b>567,692</b>	<b>58,876</b>	<b>-16,958</b>	<b>-75,834</b>	
Pensions - Lump Sums		1,263,180	837,346	824,296	-13,050	-2%
Operational Fire Budget		3,785,441	1,846,858	1,655,679	-191,179	-10%
<b>SAFETY-NETTED EXPENDITURE</b>	<b>6.7</b>	<b>5,048,621</b>	<b>2,684,204</b>	<b>2,479,975</b>	<b>-204,229</b>	
<b>NET EXPENDITURE</b>		<b>35,720,033</b>	<b>17,959,164</b>	<b>16,138,530</b>	<b>-1,820,634</b>	<b>-10%</b>

## Capital Resources Summary

Capital Expenditure/Funding Type	Para	Original Budget	Carry forwards	Revised Budget	Actual Expenditure	Committed
Vehicles	7.2	£ 899,980	£ 687,554	£ 1,587,534	£ 122,578	£ 1,543,973
Property	7.3	£ 1,515,000	£ 954,655	£ 2,469,655	£ 542,732	£ 1,858,264
ICT	7.4	£ 530,000	£ 1,001,251	£ 1,531,251	£ 187,603	£ 1,145,603
Equipment	7.5	£ 53,340	£ 119,567	£ 172,907	£ 101,391	£ 101,391
<b>Total</b>		<b>£ 2,998,320</b>	<b>£ 2,763,027</b>	<b>£ 5,761,347</b>	<b>£ 954,304</b>	<b>£ 4,649,231</b>
Capital Receipts		-£ 2,959,000	£ -	-£ 2,959,000	-£ 558,653	-£ 2,959,000
Loan		£ -	£ -	£ -	£ -	£ -
Application of reserves		£ 150,000	£ -	£ 150,000	£ -	£ -
Revenue Contribution		-£ 189,000	-£ 2,763,025	-£ 2,952,025	-£ 395,651	-£ 1,690,231
		<b>-£ 2,998,000</b>	<b>-£ 2,763,025</b>	<b>-£ 5,761,025</b>	<b>-£ 954,304</b>	<b>-£ 4,649,231</b>

## Deposits and Borrowing Summary

	Start	End	Amount	%	Days	Interest
<b>Fixed Term Deposits</b>						
Lloyds Bank Corporate markets	10/08/2023	10/11/2023	£1,000,000.00	5.53	92	£13,938.63
SMBC international Bank Plc	08/09/2023	08/12/2023	£1,000,000.00	5.63	91	£14,036.44
Lloyds Bank	28/07/2023	29/01/2024	£2,000,000.00	5.59	185	£56,665.75
Standard Chartered Bank - Sustainable Deposit	28/07/2023	26/01/2024	£2,000,000.00	5.75	183	£57,657.53
			<b>£6,000,000.00</b>			
<b>Call account</b>						
Bank of Scotland			£36,499.40		0%	
Santander (instant access)			£193.00		2.63%	
Lloyds Bank 32 Day notice			£-	0.65%	(from 26.10.2022)	
			<b>£36,692.40</b>			
Barclays Deposit			£2,604,549.77			
<b>Total Deposits</b>			<b>£8,641,242</b>			
<b>Borrowings</b>						
PWLB	08/03/2007	08/03/2053	£1,700,000		4.25%	
PWLB	01/08/2007	01/08/2053	£1,500,000		4.55%	
PWLB	15/06/2021	14/06/2071	£2,500,000		1.89%	
<b>Total Borrowings</b>			<b>£5,700,000</b>			
<b>Net investments/(borrowings)</b>			<b>£2,941,242</b>			



To: Policy and Resources Committee

From: Head of ICT and Occupational Health Unit (OHU) – John Fagg

Presenting officer(s): Head of ICT and OHU – John Fagg  
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Date: 31 October 2023

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## Annual Review of the operation of the ICT Shared Service Agreement

### 1. Purpose

- 1.1 The purpose of this report is to inform the Policy and Resources Committee of the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4), for the period 1 April 2022 to 31 March 2023, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

### 2. Recommendations

- 2.1 The Committee is asked to:

- consider the outcomes of the annual review of the operation of the ICT Shared Service Agreement,
- note the continued achievement of the aims of improved resilience, flexibility, cover, quality and customer focus.

### 3. Risk Assessment

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

## 4. Background of the ICT Shared Service

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

## 5. ICT Shared Service Agreement and Review

- 5.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.
- 5.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix 1.
- 5.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Authority accordingly.
- 5.4 This report puts forward the summary of the review for the period covering 1 April 2022 to 31 March 2023.
- 5.5 The review covers the following areas as set down in Schedule 4 of the Agreement:
- the quality of the shared service,
  - the effectiveness of budgetary and financial management arrangements,
  - the effectiveness of systems, processes and procedures,
  - development in legislation and policy guidance,
  - planning for the development of the shared services.

## 6. Executive Summary of the Review of Operations 1 April 2022 to 31 March 2023

- 6.1 Significant technology changes have taken place throughout this reporting period. This has ensured that technology provision continues to meet the needs of the Service and that we are well placed to adopt new technologies as required.

6.2 An independent review of the ICT Shared Service has shown that it continues to deliver value for money and that the current operating model is fit for purpose to deliver future technology across both fire and rescue services.

6.3 The demand on the resources of the ICT Shared Service continues to be a challenge. It is essential that all new projects are properly considered and individually resourced to ensure demands on the ICT Shared Service are manageable.

## 7. The Quality of the ICT Shared Service

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

7.2 In this reporting period, a review of the ICT Shared Service was carried out by an independent consultant to determine whether it was delivering value for money and if the current operating model is fit for the future of technology across both organisations. The review concluded positively that the ICT Shared Service did provide value for money and that the operating model was fit for purpose. Several areas were identified where further improvements could be made and these will be explored during the next reporting period.

7.3 **Customer Focus** – one of the key aims has always been to embed customer focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both organisations.

7.4 The Service Desk software in use automatically canvasses users for their level of satisfaction with how their incident was handled and any additional comments they may have every time an incident is closed. The results of the analysis are detailed below; BFRS results are included for comparison purposes.

Service	Satisfaction Score %
Cambridgeshire Fire and Rescue Service	97
Bedfordshire Fire and Rescue Service	99

7.5 The ICT Shared Service has continued to progress and deliver internal projects and support organisation driven projects during this reporting period.

7.6 The following provides a high-level overview of key works undertaken over the reporting year in CFRS, significant work has also been undertaken for BFRS;

- retirement of virtual desktop environment to ensure all staff have the same end-user experience,
- move to cloud-based telephony in preparation for the retirement of the Public Switched Telephone Network (PSTN),
- installation of 999 Over SIP in preparation for the retirement of the PSTN,
- started the replacement of all Local Area Network equipment,
- implementation of advanced anti-virus software,
- undertaken annual penetration testing and any required remediation,
- tested disaster recovery processes with fail over to BFRS,
- replaced unsupported operating systems,
- conducted an assessment into cloud computing options,
- negotiated a renewal of the public address system contract making substantial savings,
- significant support to the ICCS and Mobilising and DCS projects for Combined Fire Control,
- support to the St Johns project - configuration and build including audio visual solution, endpoints, networking infrastructure, printers and peripherals,
- moved On-Call crew into Cambourne,
- decommissioned Papworth and old Huntingdon sites,
- recruitment of an apprentice into team (via BFRS),
- endpoint upgrades,
- new image for all endpoints and laptops,
- asset management system tablet upgrades,
- new Mobile Data Terminal builds.

## 8. The Effectiveness of Budgetary and Financial Management Arrangements

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

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

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



April 2021 to March 2022	BFRS	CFRS	Total
Total costs of ICT Shared Service staff	£503,670	<b>£494,863</b>	£998,533
April 2022 to March 2023	BFRS	CFRS	Total
Total costs of ICT Shared Service staff	£512,275	<b>£499,537</b>	£1,011,812

## 9. Time split between Services

- 9.1 The consumption of staff resources by each organisation has a direct impact on annual costs and as such are scrutinised as part of the annual review. The demands placed onto ICT compared to capacity show that a lean environment exists. The shared service arrangement effectively provides a method of financial risk mitigation in that, where an organisation consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of over-supply of ICT resources.
- 9.2 The original expectation was that the resource demands on the ICT Shared Service from each organisation would be split roughly 65:35 between CFRS and BFRS, with CFRS taking the larger amount. This was based on the number of sites in each organisation as well as the larger user base in CFRS.
- 9.3 To date this expectation has not proved accurate. BFRS continue to consume more resources than CFRS although the gap is closing year on year as more joint activities are being undertaken resulting in a greater proportion of shared costs.

<b>Time split of ICT Shared Service activities between CFRS and BFRS (%)</b>										
Year	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
BFRS	37	36	38	42	33	27	29	30	24	21
CFRS	45	44	36	30	29	26	24	27	18	19
Shared	18	20	26	28	38	47	46	43	58	60

## 10. Capital Investment

- 10.1 Both partners in the ICT Shared Service have capital replacement programmes which are aligned particularly in respect to infrastructure renewals and contracts.
- 10.2 Opportunities for joint procurement continue to deliver benefits, including price advantages through economies of scale. It should be noted that there has been a large increase in the cost of technology products, including software, due to high rates of inflation. Procurement is undertaken by CFRS and BFRS procurement teams through their respective controls and systems. Agreements are in place

through these teams for one Service to lead and contract on behalf of the other where this is appropriate and beneficial. ICT procurement is an area for improvement identified during the recent independent review. The current concerns are that CFRS undertakes more procurement activities on behalf of the Shared Service than Bedfordshire, and that a fairer way of sharing this work is required.

## 11. The Effectiveness of Systems, Processes and Procedures

- 11.1 Systems, processes and procedures, including KPI's are in place and the ICT Shared Service adopt best practice by aligning to the ITIL (Information Technology Infrastructure Library) framework. KPI's are monitored by ICT Shared Service Management and reported through the ICT Shared Service Governance Board.
- 11.2 Audits of the ICT functions are conducted by the Information Governance Manager in CFRS and by third parties as part of the ISO27001 accreditation.

## 12. Project Delivery

- 12.1 The ICT Programme Board continues to manage the project work being undertaken by the ICT Shared Service. The Board comprises the Heads of IT for each organisation, ICT Shared Service Delivery Manager, ICT Shared Service Project Manager, ICT Shared Service Infrastructure Manager and the ICT Shared Service Support Manager.
- 12.2 The role of the Board is to review the progress of projects underway and to agree the scope and schedule of new projects. The Board reports to the ICT Shared Service Governance Board for agreement and decisions on priority and resourcing.
- 12.3 The ICT Shared Service continues to be under pressure due to the amount of work that is currently in progress requiring ICT resources. As well as the continued essential upgrades of both Services ICT infrastructures both organisations have large ICT related projects underway.
- 12.4 There is not enough capacity in the ICT Shared Service establishment to proactively maintain the ICT infrastructure and deliver multiple large projects in both organisations. To enable IT projects to be successfully delivered it is essential that additional resources are made available and such costs are included within the initiation process of new projects. This is managed by the ICT Shared Service Programme Board that has been established to monitor project demands and escalate issues to the Governance Board. Digital capacity is seen as a priority within the Integrated Risk Management Plan Action Plan this year (encompassing all areas of digital support which includes the ICT Shared Service).

### 13. Development in Legislation and Policy Guidance

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

### 14. Planning for the Development of the Shared Service

- 14.1 **Establishment** – the establishment of the ICT Shared Service has remained stable over the majority of the past 12 months with very little change in personnel. The new ICT Shared Service Delivery Manager has made many improvements to service provision in a short period of time. He has though secured a more senior role in another fire and rescue service and will be moving on imminently.
- 14.2 **Transport** - a car and a van are provided by CFRS and two cars by BFRS. The fleet requirements are currently being reviewed across CFRS to ensure value for money is being achieved.
- 14.3 **Terms and Conditions** - the variances in terms and conditions between the two organisations have not had a major impact on staff but have complicated the roles of managers. A pragmatic approach is taken wherever possible to harmonise requirements as much as possible, although no formal agreement has been reached between the organisations to rectify this problem. This was highlighted within the recent independent review.
- 14.4 **Resilience** – the ICT Team continues to provide 24x7x365 cover for mission and business critical systems. Additionally, the ICT Service Desk operates from 0800 to 2100 hours Monday to Thursday to enable On-Call staff and those on shift patterns to access ICT assistance in a timely manner.
- 14.5 **Changing Technology** – with the upcoming retirement of the PSTN, much work has been undertaken to replace legacy telephony solutions with a cloud-based telephony solution. This has also included preparation for the replacement of 999 lines into Combined Fire Control. The replacement solution for emergency lines is now ready once the new mobilisation system goes live. A major project is underway to replace Local Area Network components across the estate. This will ensure that we continue to provide a resilient and reliable network required for by areas of the Service.
- 14.6 **Governance** - the ICT Shared Service is governed through the ICT Shared Service Governance Board. The Board meets on a quarterly basis to monitor progress. Both partners have established organisationally focussed ICT strategies which are underpinned by an ICT Shared Service Technical Response Plan.
- 14.7 A key challenge for the Governance Board is to manage the expectations of each organisation. Demands on resources are sometimes individual to a

services business priorities and risk appetite. Therefore, the Board looks to align business priorities, remove conflicts and align work streams and funding availability to maximise the benefits of a shared service.

- 14.8 The KPI reports showing performance against the ICT Shared Service Catalogues are published monthly. The reports detail performance for each organisation on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

## 15. Conclusions

- 15.1 The review of the operation of the ICT Shared Service has demonstrated that progress has continued to be made in developing services and improving technology provision despite the current challenging financial environment.
- 15.2 Several significant projects have been delivered during this reporting period.
- 15.3 The ICT Shared Service continues to provide a value for money solution in supporting technology provision for both CFRS and BFRS.

## Source Document

ICT Shared Service Governance Board Schedule 4 Agreement

## Location

Fire Service HQ

Hinchingbrooke Cottage

Huntingdon

## Contact Officer

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**Schedule 4**

**1. ICT Shared Service Governance Board**

**1.1 Establishment**

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

**1.2 Role**

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

1.2.1 ensure that the ICT Shared Service is effective, efficient and resilient,

1.2.2 agree the Budget for the following financial year in accordance with the budget setting process of each party,

1.2.3 identify opportunities for innovation and improvement to the approach taken to delivering the ICT Shared Service in a way that is effective, efficient and provides value for money, whilst maintaining resilience and reviewing reports from the ICT Service Delivery Manager on how this may be achieved,

1.2.4 seek further financial benefits which do not compromise the effectiveness and resilience of the ICT Shared Service,

1.2.5 to ensure that an annual review of the operation of the Agreement is carried out, using information provided by both parties to assess the delivery of the shared services and the provision of those services within budget.

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

i. the quality of the shared services, including the extent to which the aims and outcomes of the Agreement have been met and the effectiveness of the shared services,

ii. the effectiveness of budgetary and financial management arrangements,

iii the effectiveness of systems, processes and procedures,

- iv. any developments in relevant legislation and policy guidance that may impact on the shared services,
- v. forward planning for the development of the shared services.

### **1.3 Responsibilities**

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

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

### **1.4 Membership**

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

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

### **1.5 Chairmanship**

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

### **1.6 Frequency of Meetings**

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

#### **1.7 Quorum**

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

#### **1.8 Decision making**

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

#### **1.9 Support**

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





To: Policy and Resources Committee  
From: Head of ICT and Occupational Health Unit (OHU) - John Fagg  
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Date: 31 October 2023

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## Digital Strategy 2022 to 2025

### 1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with visibility of the revised Digital Strategy for 2022 to 2025.

### 2. Recommendation

- 2.1 The Committee is asked to approve the revised Digital Strategy for 2022 to 2025 attached at Appendix 1.

### 3. Risk Assessment

- 3.1 **Political** – with a number of public sector organisations experiencing cyber-attacks, the Home Office pays close attention to the activities being undertaken by them to ensure that critical infrastructure remains current and is able to robustly support, in our case, the activities of an emergency service. A recent audit has been undertaken by the Home Office and gives confidence that our technology is fit for purpose and secure.
- 3.2 **Economic** – the cost of technology is ever increasing, with economic pressures inflating prices further. The strategy is an enabler to allow forward planning of digital projects to ensure that they remain affordable in line with budget constraints.
- 3.3 **Social** – the new ways of working post pandemic have required that technology adapts to accommodate this. Without continual investment, the social improvements driven from the pandemic will not be maintained. Additionally, the lessons learnt during the pandemic should be further utilised to improve service provision to front line services.
- 3.4 **Technological** – technology continues to be a high-risk area, with constant cyber threats to the Service. As stated above, there is a requirement to continuously improve our technology infrastructure and applications to ensure that we are well placed to deal with these threats.

- 3.5 **Legal** – there is a legal requirement under the Data Protection Act to protect sensitive and personal data. This is a key consideration when implementing or upgrading systems.
- 3.6 **Environmental** – technology projects continue to have an environmental impact. This impact is now being more closely considered as part of projects, with investment in training so that this can be better understood.
4. The Digital Strategy 2022 to 2025
- 4.1 Much was achieved within the period of the previous strategy despite the challenges of improving technology during the pandemic. Work continued at pace during this period and many advancements were successfully implemented.
- 4.2 The revised strategy builds upon the previous successes, continuing the themes of:
- maximising value for money in the provision of digital services
  - technology management
  - intelligent data gathering and reporting
  - excellence in communication
  - working with partners
- 4.3 Where feasible, work is closely aligned to that also being undertaken by Bedfordshire Fire and Rescue Service to ensure the use of common technologies and platforms. This ensures consistency in support provision from the ICT Shared Service.
- 4.4 Much work has already been progressed under the new strategy which was endorsed by the Digital Strategy Board in January 2023, prior to the start of the last His Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection.

## Source Documents

Fire Authority Committee Reports and Minutes - various

## Location

Fire Service HQ  
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# Digital Strategy

## 2022 - 2025



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**CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE**  
*Working together to improve community safety*



## Document Control

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<b>Associated Documents:</b>

<b>Distribution:</b>	
Name:	Job Title:

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## Executive Summary

The previous Digital Strategy was set in 2019 and provided clear guidance to help shape the development of technology to better meet the business needs over a 3-year period. The period has seen much turbulence in the provision of digital services to support the urgent change in working practices during the COVID pandemic. As a Service, we were well placed to cope with the initial pressures of mandated home-working and have built on these capabilities over the last two years to ensure the use of technology has enabled work to continue, often in improved ways. The pandemic has expediated change in the digital arena, enabling new ways of working to be adopted quickly.

There have, however, been a number of challenges to digital transformation. Due to the worldwide demand for technology to support businesses during the pandemic, many items have been in short supply, and costs have escalated as a result. Additionally, many third-party suppliers have struggled to provide the necessary support for projects. This has resulted in the elongation of some projects and Service priorities have changed as a result of changes in ways of working.

The strategy for 2022-2025 aims to build upon the recent improvements to ensure digital services continue to be exploited to their full potential in a sustainable way.

Technology continues to play an essential role in the delivery of efficient and cost-effective services and the strategy recognises that while the environment within which Cambridgeshire Fire and Rescue Service (CFRS) operates has changed the challenges and demands on departments with responsibility for digital provision has increased. The reliance on technology means that continual investment is essential to ensure CFRS remains well placed to deliver the required services to staff and the community.

# Introduction

## Background

The last Digital Strategy ran from April 2019-March 2022.

This strategy has served CFRS well providing clear guidance and helping shape the relationship between digital teams and the business. The availability of reliable and resilient digital systems is an expectation of all staff and much work has been completed during the previous period to improve the infrastructure, user experience, software applications and support provision.

The strategy has either driven or enabled the following successes in relation to the previously identified opportunities:

- Maximise Value for Money in the Provision of Digital Services
  - Move from the previous document management system to SharePoint online.
  - Implementation of Microsoft Teams to replace Skype for Business, providing good video conferencing facilities to accommodate the change in working practices during COVID.
  - Exit from partnership for Wide Area Network (WAN) provision.
- Technology Management
  - Replacement of the Wi-Fi solution across all sites.
  - Implementation of new WAN contract.
  - Replacement of Station End Equipment (SEE), used for the mobilisation of resources to emergency incidents.
  - Introduction of laptops for those able to work from alternative locations, and introduction of iPads for a number of teams to assist with accessing information in the community.
  - The start of overdue upgrades to the STEP environment and the start of migration of processes to the cloud.
  - Continued use of business process and integration technology (STEP) to enable system integrations to increase efficiency and to improve data consistency.
- Intelligent Data Gathering and reporting
  - Data analysts upskilled to enhance reporting capabilities.
  - Continued to use data effectively to assist with corporate decision making.
  - Upgraded the Microsoft SQL Server Reporting Services (SSRS) environment.
- Excellence in Communications

- Moved from Workplace to Yammer for the Services internal social media channel.
- Implementation of video conferencing solutions to improve the experience of meetings during hybrid working.
- Working with Partners
  - Extensive collaborations on ICT projects with Bedfordshire Fire and Rescue Service (BFRS) have ensured a common infrastructure and enhanced support provision by the ICT Shared Service.
  - Introduction of Gov Wi-Fi at all sites to enable easy partner access whilst using our premises.
  - Introduction of collaboration tools as part of the Microsoft 365 (M365) package to improve joint working with partners.

Technology continues to play an important role in the delivery of efficient and cost effective services. Therefore, the strategy has been revised to take account of the change in environment within which CFRS operates and the increased challenge for ICT to support the organisation.

This digital strategy encompasses all areas of the Service involved in the delivery and support of technological solutions, including the ICT Shared Service, the Application Support Group (ASG), the Service Transformation and Efficiency Programme (STEP) and Business Intelligence and Reporting (BI&P) teams.

Each of these teams has a distinct role in the delivery of technology solutions and therefore the requirements of this strategy:

ICT Shared Service – responsible for all infrastructure and first line user support. Also responsible for database administration.

ASG – responsible for supporting ‘best of breed’ applications in conjunction with the ICT Shared Service and suppliers.

STEP – responsible for system integrations and process automation.

BI&P – responsible for data retrieval, reporting, data analysis and scenario modelling as well as statutory returns.



## **Approach**

The following input has been taken into account in developing the strategy:

- Review of the Integrated Risk Management Plan (IRMP)
- Review of the previous strategy. In particular,
  - What has been completed
  - What is still relevant
- Discussions within the Digital Strategy Board.

From the above process, a number of business opportunities have been identified and for each of these opportunities, key business drivers, benefits and related digital development opportunities have been documented.

Technology moves quickly and the revised strategy needs to take account of developments that would add benefit to the Service, both in terms of efficiency and cost savings. It is realised that not all opportunities highlighted in the previous strategy have been fully realised and where further work is still required these elements have been incorporated in this revised strategy.

The revised Digital Strategy has been presented to the Digital Strategy Board for sign-off and ownership.

## Business Opportunities

Outlined below are the business opportunities that have been identified. These high-level themes have not changed since the last strategy was produced, and the aim now is to exploit technology further to ensure we continue to meet the future needs of the Service.



## Opportunity 1:

### ***Maximise Value for Money in the Provision of Digital Services***

With public sector finances ever reducing, the use of digital services can assist in providing more efficient ways of working. Utilising digital services to their full potential maximises the return on investment and therefore improved ways of working using existing technology should be explored to ensure the Service is getting value for money (VfM). Changes to working practices as a result of the pandemic have shown the value in technology exploitation, and the aim is to further improve facilities to enable good working practice implemented during the last two years to improve further.

The challenge we have is ensuring that digital teams are suitably resourced to provide the capacity required to take on the ever growing demand. It is recognised that demands will always outstrip capacity in a data/digital driven Service, and this needs to be carefully managed to ensure that resources are concentrated on those areas that will provide the greatest return of investment and therefore value for money.

### **Business Drivers**

- With the ever increasing cost of software licencing and support, the full exploitation of software must be sought to ensure appropriate return on investment.
- With the change in ways of working, a more flexible working environment and mobility of staff, the accessibility to ICT resources while away from CFRS property increases both productivity and efficiency of staff.

### **Development Opportunities**

- Look at opportunities to rationalise software, in particular maximising the return on investment of Microsoft licencing. This should include the roll-out of additional M365 toolsets to increase functionality available to staff, which in turn will provide improved ways of working.
- Anytime, anywhere, any device. Significant improvements in this area have already been made for many staff groups. Areas that will need to be considered include community working, partnership working and the information available on the incident ground.
- Enhanced video conferencing facilities which will reduce time and costs associated with travelling to meetings throughout the County.
- The education of staff is essential to improve awareness of ICT security requirements.
- With increasing pressure to reduce costs across the public sector, appropriate use of Business Process Automation and integration cloud technology can assist in the delivery of more efficient services across all areas of the Service.

- Existing partnerships and collaborations must be evaluated on a regular basis to ensure they continue to deliver the expected VfM. Alternative arrangements should be sought where VfM can no longer be demonstrated.

## **Opportunity 2:**

### ***Technology Management***

ICT is the key enabler to driving business process change by providing technology to allow the efficient use of resources. Effective technology management is essential to ensure that CFRS maintains its infrastructure to the standard required to cope with future demands of the service. Ensuring infrastructure is well maintained also assists in the prevention of cyber attacks.

With the introduction of M365 during the last period, work is now ongoing to fully understand how this product can be exploited in conjunction with the Business Process Automation and Integration platform to provide the most effective solutions.

### **Business Drivers & Benefits**

- Outdated infrastructure and applications require greater maintenance effort and reduce the productivity of staff. They also lead to an increased risk of cyber attacks.
- There is an expectation that ICT systems (software and hardware) should remain up to date to enable effective and efficient working.
- In line with our guiding principles, the Service should look to implement 'best of breed' off-the shelf (OTS) solutions rather than commissioning bespoke software solutions to ensure the implementation of proven and supportable applications.
- With increasing pressure to reduce costs across the public sector, appropriate use of technology can assist in the delivery of more efficient services.
- With the retirement of the Public Switched Telephone Network (PSTN) in Dec 2025, work is required to move to an Internet based telephony system for both emergency calls and general office telephony.
- To ensure the service realises the maximum benefit from the Business Process automation and Integration platform, new applications must provide a comprehensive application programming interface (API).
- To ensure that all data held within our systems is accessible to our reporting services all systems must be SSRS compatible.
- To ensure the future sustainability of reporting technologies, monitoring Microsoft retirement profiles for SSRS and ensuring that plans are in place for replacement technologies when appropriate.

- To ensure that the 'Green' agenda is considered when implementing any new technology, ensuring equipment operates efficiently and has minimal impact on the environment.
- Opportunities to utilise cloud services should be explored where the efficiencies and effectiveness can be clearly demonstrated.
- With an ever-increasing risk of cyber security incidents, appropriate investment in security and maintenance of systems is essential to ensure the Service is well placed when an incident occurs. The Service must maintain security in line with government recommendations and the requirements of the Service's ISO 27001 accreditation.

## **Development Opportunities**

- Replacement of the existing Local Area Network (LAN) infrastructure to enhance the resilience of provision while also future proofing.
- Maximise the benefits realisation from the Business Process Automation and Integration investment by:
  - Implementing effective business processes to eliminate administration tasks that add little value.
  - Extensive system integration eliminating information silos and to improve data consistency and quality.
- Take opportunities to improve the security of CFRS systems to reduce the risk of successful cyber incidents, while maintaining our ISO 27001 Information Security Management certification.
- Implementation of a Voice over Internet Protocol (VoIP) solution for telephony across the Service (for not emergency and non-emergency telephony).
- Ensure that technology provision enables staff to have the same experience of system and information access regardless of where they are working from.
- With further delays of the Emergency Services Mobile Communications Programme (ESMCP) being managed by the Home Office we have been unable to move from the current Airwave radio system to the Emergency Services Network (ESN) and exploit the opportunities that this new programme is set to deliver. As a Service, we will continue to monitor progress so that we are well placed once the programme starts to deliver its objectives. We have however commenced our migration to the DCS gateway from the SAN H to ensure that we continue to have access to the Airwave communications network whilst the ESMCP programme is delayed.

## **Opportunity 3:**

### ***Intelligent Data Gathering and Reporting***

The service needs to ensure the availability of and access to accurate and complete organisational data in a timely manner to enable effective decision making.

Although introduction of M365 in the last period has enabled staff to proactively develop solutions to their own problems, this brings the challenge that data is less controlled and corporate reporting becomes more challenging. There is a need to ensure that the needs of the Service continue to be met without detriment to corporate reporting which is essential to support business decision making.

### **Business Drivers & Benefits**

- Accurate, consistent, secure and timely information will be available throughout the Service.
- The availability of high quality information will support effective decision-making, creating an environment where resources can be rationalised and efficiencies maximised.
- The ability to easily share data with partner agencies to enhance the provision of services to the public.

### **Development Opportunities**

- Automation of data collection and use of APIs where possible to minimise manual updating of reference tables.
- Dissemination of information in “real-time” to enhance responsiveness and dynamic planning and decision-making.
- Increased use of STEP and integration to ensure master data is consistently used throughout the application portfolio.
- Work with staff groups to determine low risk areas where M365 tools can be used in place of STEP for rapid implementation of solutions. These instances must not contribute to corporate data feeds due to the isolated pockets of data created.

## **Opportunity 4:**

### ***Excellence in Communication***

The provision of reliable communication facilities is paramount to the day to day business of CFRS. The enhancement and expansion of communication capabilities will ensure CFRS excels in this area and benefits from efficiencies and improved information exchange that technology can bring.

### **Business Drivers & Benefits**

- Delay of National ESMCP programme.
- Aging telephony system in use by CFRS which requires replacing to enable new technology to offer additional features to further enhance and modernise communications.
- Increased communications and sharing of information with partner agencies requires technology to enable secure data exchange.

- With an increase in the number of communication tools available for internal communications, there is a need to give staff a common platform and consistent communication channels regardless of how and when they are accessing corporate systems.
- The increased mobility of staff requires enhanced communication channels to ensure information is received in a timely manner to assist in decision making.
- Requirement to adhere to government legislation and guidance (e.g. Data Protection Act and Government Protective Marking guidance).

## **Development Opportunities**

- Completion of the replacement of the mobilising system to improve usability and make the mobilisation of resources more efficient.
- Implement a VoIP telephony solution in advance of the termination of the PSTN.
- Improve the accessibility to information from any device and any location by ensuring that the remote access solution remains available and easy to use.
- Building on the success of video conferencing during the pandemic, enhance video conferencing facilities at key locations across the Service.
- Replace the aging pager technology used for mobilisation of on-call staff.
- Reviewing the provision of incident ground data

## **Opportunity 5:**

### ***Working with Partners***

#### **Business Drivers & Benefits**

The Service has previously developed partnerships in a range of areas including Combined Fire Control (CFC) and the ICT Shared Service. The Service should look for further opportunities for partnership working and ensure that the provision of digital services assists the benefits arising from these partnerships.

Capacity of digital teams within the Service are stretched as demand increases. Opportunities for working with partners should be explored where this can be seen to increase digital capacity in a cost-effective manner.

#### **Development Opportunities**

- Continue to maximise the benefit of the ICT Shared Service by:
  - Collaboration on ICT projects with BFRS which will ensure common infrastructure and enhance support provision by the ICT Shared Service. Collaboration on ICT projects will enable cost effective procurements for both Services.
- Provision of shared network links to premises operated jointly with the Police, resulting in value for money.

- Provision of additional software tools to enable better collaboration with partner agencies, regardless of location.



## **Digital Guiding Principles**

An important part of the strategy is the definition of some guiding principles through which we will strive to deliver an excellent service.

### **Technology must be an enabler not a barrier**

Technology should not have a negative impact on productivity. In particular we will ensure there is sufficient capacity built into systems ahead of any business demand and that systems are simple to operate and reliable.

### **Customer focused**

Not only will this be the reality but it will also be widely recognised as such. Particularly important areas include 1<sup>st</sup> line support, training and process development and we will strive to excel in these areas.

### **Professional service management**

CFRS will continue to maintain the ISO 27001 certification and to build on these substantial foundations.

In addition we will look to a pragmatic implementation of ITIL components as a tool to help us deliver a more professional service in all areas of the ICT function.

### **Seek new and innovative ways of delivering**

Externally we will:

- Identify and promote collaborative opportunities with other FRS and partners, especially local government within the county.
- Review our relationships with suppliers to ensure we are deriving maximum benefit.
- Ensure lessons learnt on collaborative projects are applied to future ventures.

Internally we will:

- Explore appropriate opportunities to exploit cloud services where they provide VfM and the required levels of service and security.
- Look to implement 'best of breed' off-the shelf (OTS) solutions rather than commissioning bespoke software solutions to ensure the implementation of proven and supportable applications.

### **Adopt an environmentally sound approach to full life cycle technology investment**

This will apply to all aspects of technology investment including, selection of suppliers and equipment, the effective day to day operations and eventual disposal of assets.

## Conclusion

This document sets out the Digital Strategy for CFRS for the period 2022-2025. From this strategy the ICT Shared Service, ASG, STEP and BI&P will develop action plans and technical responses to assist in the delivery of the highlighted business opportunities.

The Digital Strategy Board will be responsible for reviewing progress and adherence to this strategy document.

To: Policy and Resources Committee

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

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 31 October 2023

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## Property Portfolio Update

### 1. Purpose

- 1.1 The purpose of this report is to provide an update on the property portfolio to the Policy and Resources Committee.

### 2. Recommendation

- 2.1 The Committee is asked to note the current position at the properties detailed below.

### 3. Risk Assessment

- 3.1 **Economic** – the value of the old Huntingdon site will be impacted by the perfluoro octane sulfonate or PFOS contamination.
- 3.2 **Environmental** – PFOS contamination is present within the old Huntingdon site and it will be a condition for a buyer to ensure that the site is properly treated as part of any development.

### 4. Sale of Old Huntingdon Site

- 4.1 The Service, in conjunction with property consultants, commenced a pre-application planning appraisal in September 2022. The appraisal process sought to provide the organisation with a clear opinion on what an acceptable level of site development would be. This opinion helped the Service properly determine the value of the site.
- 4.2 The pre-application process included a contamination survey that identified PFOS contamination. This contamination will need to be treated by any prospective buyer and the decontamination cost will impact the site value.
- 4.3 Marketing of the site commenced in September 2023 and will conclude in early November 2023. The site is being offered as two lots, the former station and

training centre site and the four houses on The Brow. Any offers will be received through a sealed bidding process and will be formally assessed by the Service and the property consultants shortly after the process closes.

- 4.4 It is anticipated that the Service will complete a sale of the entire site by the end of the calendar year.

## 5. St Ives Fire Station

- 5.1 We are working closely with Cambridgeshire Community NHS at St Ives to understand the potential value of the combined site, albeit they will likely be sold as separate lots. As with Huntingdon, we are going through a pre-application process to better understand the development potential. This will enable both organisations to understand site values.
- 5.2 Timescales for this project are not time critical. In the new calendar year, the Service will begin a search for an alternative premises to house a fire appliance and crew before determining a timescale for any disposal of the current site.

## 6. St Neots Fire Station

- 6.1 For several years the Service has worked with Cambridgeshire Constabulary on plans to provide a redeveloped, combined fire and police station at St Neots. Although this project would have enabled the Constabulary to sell their current station in St Neots, they have opted not to proceed with the collaboration.
- 6.2 St Neots remains an important site for the Service although existing facilities require significant modernisation. We are now finalising plans to make the appropriate changes to the site so that it can better accommodate a wholetime day crewed and On-Call appliance. The plan and business case will be presented to the Fire Authority in December 2023, for consideration and approval.

## Source Documents

Fire Authority Committee Reports and Minutes - various

## Location

Fire Service HQ  
Hinchbrooke Cottage  
Huntingdon

## Contract

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To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive Officer (DCEO) – Matthew Warren

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Date: 31 October 2023

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## 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 of September 2023, 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.

### 3. Risk Assessment

- 3.1 The strategic risk report potentially cuts across all 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 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. 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 (COAG) 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 considered. 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 Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and we continue to keep our systems protected from these and our staff educated as to the evolving threats.
- 5.2 We have new risks on our risk register around emerging technologies and particularly electric vehicle (EV), hydrogel fuel and battery energy storage systems. We continue to work with the National Fire Chiefs Council (NFCC) and other partners on our response and prevention activities.
- 5.3 There are several risks around organisational skills and capacity. We have seen a decrease in the number of leavers since the last update. The general employment situation at present is still resulting in longer than average timescales to fill vacancies which impacts on our organisational capacity.
- 5.4 Risks around the current financial situation remain high on the risk register, we await next years financial settlement to better understand the situation and continue our financial business continuity planning activities.
- 5.5 There is a new risk at Very High relating to the withdrawal of Suffolk from Combined Fire Control and the impact this will have on our own budget.

## 6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	M Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. 2. Internal Audits scheduled. 3. Engaged with supplier to work with them to produce a three-year Cyber Strategy.		1. Complete 2. Complete 3. Complete		1. J Fagg 2. D Wilkinson 3. J Fagg	
Comments					
One of the most significant risks posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. <b>There are further mitigations in place to enhance protection, but it is not appropriate to list them in a public document.</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R204	There is a risk that a fire involving emerging technology e.g., EV, hydrogel fuel, battery energy storage systems would present a significant challenge to our capacity and capabilities.	W Swales	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Engagement with NFCC lead groups for EV.		1.January 2024		1. S Thompson	
Comments					
The Service is engaging with NFCC and our regional working groups to ensure appropriate plans are developed and in place. An emergency technology focus group has been created with all key stakeholders.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R205	There is a risk that due to a lack of UK national guidance and legislation for electrical charging points and large battery energy storage sites this may make regulating and enforcement activities challenging and create a burden on prevention.	S Newton	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Engagement with developers, installers, NFCC lead groups for EV. 2. Continued work with local authority planning departments. 3. Enforce Fire Safety Order where we can.		1. December 2023 2. December 2023 3. December 2023		1. S Hedger 2. S Hedger 3. S Hedger	
Comments					
The service is engaging appropriately with local authority department.					

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.	C Strickland	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Inform Members of any potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions. 3. Need to put plans in place for how we will manage impacts on our revenue budget planning being conducted as part of IRMP 2020/24 - financial business continuity planning is up and running. 4. Review the draft IRMP action plan to ensure that our resources are prioritised and we are clear on our realistic expectations within our resource constraints. 5. Review of Operational Review Project that will consider all areas of operational delivery to look for flexibility and efficiency. 6. Prioritisation of activities in the IRMP and review regularly at COAG to be clear about what we can and cannot achieve with our resources. 7. Take into consideration when creating the CRMP 2024/29.		1. Fallback 2. Monthly 3. Complete 4. Complete 5. March 2024 6. March 2024 7. March 2024		1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Smith 6. C Strickland 7. T Mirfin	
Comments					
This risk remains in a Very High state.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R218	There is a risk that we do not have the digital capacity to meet our digital demands leading to breaches in our Digital Strategy and/or impacting upon the service delivery.	J Fagg	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Regular reviews of capacity at Digital Strategy Board. 2. Project brief required to include any digital requirements so the planning can take place.		1. Ongoing 2. February 2024		1. J Fagg 2. J Fagg	
Comments					
This continues to be a Very High risk for the Service.					

6.2 These are **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 – R183	There is a risk that the Services priorities e.g., ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	J Anderson	Service delivery	20	12
Mitigation activities		Target completion		Owner	



1. Look to balance development of staff whilst crewing of four. 2. Reviewing of targets. 3. Use of third training day (risk assessment and personal development 1/2 day for each). 4. Part of Operational Review Project.	1. March 2024 2. March 2024 3. Complete 4. March 2024	1. S Smith 2. S Smith 3. S Smith 4. S Thompson
<b>Comments</b>		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R201	There is a risk we may lose some highly skilled personnel through 'head hunting', Post pandemic resignations, inflationary financial pressures on households and increased working from home, different employers are able to offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	M Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Recruitment team to research, test and evaluate new and innovative attraction methods and explore searching for candidates in a broader geographical area. 2. Recruitment team to highlight all terms and conditions (particularly cultural benefits) of working for CFRS when advertising vacancies – using data and quotes from engagement survey research to showcase our cultural position. 3. Recruitment team to update employee profiles on external careers site - greater range of professional support roles to be added (showcasing some of the more technical/in-demand skillsets in particular) and to talk about the cultural/agile working benefits. 4. Ensure appropriate cross-skilling to mitigate risk and increase resilience across relevant teams. 5. Flexibility and review of market premiums where possible/flexible pay structure if market conditions dictate. 6. Wellbeing and coaching offers for professional support colleagues. 7. Identify single points of failure in professional support and complete succession plans.		1. December 2023 2. December 2023 3. December 2023 4. Ongoing 5. Ongoing 6. Complete and ongoing 7. Ongoing - T&S structured plans in 2024		1. L Boucher 2. L Boucher 3. L Boucher 4. T Mirfin/J Fagg 5. L Boucher/M Warren 6. J Fagg/S Lingard 7. S Lingard	
Comments					
This is a new risk that has emerged during the pandemic and we continue to see the impacts of it.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R213	There is a risk that with the increased financial burdens caused by reductions in government grants, inflation, nationally negotiated pay increases and capped precept the Service will no longer be able to meet its financial commitments impacting on service delivery.	M Warren	Service Delivery	25	25
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Review financial business continuity planning in both professional support services to ensure they remain relevant. 2. Briefing to colleagues. 3. Canvassing Home Office and local politicians.		1. Ongoing 2. Complete 3. Complete 4. Complete		1. T Mirfin/S Thompson 2. COAG/S Thompson	

4. Scenario planning and sensitivity analysis to understand the potential impacts. 5. Review consistent over and underspends to identify better budget management or removal of excess budgets.	5. Complete	3. COG 4. U Bird 5. U Bird
<b>Comments</b>		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R221	There is a risk that other public sector industrial action will have a negative impact on our capacity and service deliverables.	J Anderson	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Monitoring of the national picture to understand the potential impacts.		1.Ongoing		1.E Miller	
Comments					
This is a new risk and is being monitored.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R224	There is a risk that if Hertfordshire withdraw cross border support this may negatively impact our operational response times in the south of the county.	J Anderson	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Continue communications with Hertfordshire. 2. Look at ways to reduce need for Hertfordshire appliances to assist.		1. Ongoing 2. Ongoing		1. J Anderson 2. S Smith	
Comments					
This is a new risk and is being monitored.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R226	There is a risk that as SFRS are terminating the successful and cost saving Combined Fire Control collaboration, resulting in the need for additional funding required to continue to fund this by CFRS alone and this will impact on the service delivery of CFRS as savings will need to be found to meet this gap.	M Warren	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Continue to deliver the new mobilising system into operational service. 2. Understand the funding gap to impact CFRS once SFRS withdraw. 3. Put in place plans to deliver the required savings.		1. February 2024 2. April 2024 3. December 2024		1. T Mirfin 2. T Mirfin 4. IRMP team	
Comments					
This is a new risk and is being monitored.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community’s diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community and attract and recruit people, whilst also damaging our performance in these areas which are monitored by HMICFRS.	C Doody	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Deliver equality, diversity and inclusion actions in People Excellence 2023/25, which includes HMICFRS inspection actions, HMICFRS Spotlight Report on Culture, NFCC culture action plan, London Fire Brigade gap analysis etc. In the equality, diversity and inclusion section there are actions linked to recruitment, learning and organisational learning and community engagement.  2. We are now tracking equality, diversity and inclusion data in workforce and recruitment as proportionality against the Cambridgeshire 2021 census data and this shows that it could take 80 to 110 years to have a workforce that reflects the Cambridgeshire demographics because we are a small service with a limited number of vacancies.  3. 2023 wholetime recruitment campaign includes positive action and reviews of equality, diversity and inclusion data at each stage of the process (Equality Impact Assessments).		1. December 2024  2. Complete  3. December 2023		1. S Calne  2. S Calne/BIP  3. S Calne	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types and fewer calls than a decade ago operational competence is not sustained, especially on stations with low call demand.	W Swales	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. Fire safety scenario (multi operational training) for core competencies and delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the Training Centre Review what duty system (model) needs to be provided to be able to deliver the programme. 3. Ongoing investment to upgrade training facilities within county. 4. Middle Manager training and recording of competencies.		1. Ongoing 2. Completed 3. Ongoing 4. March 2023		1. V Best 2. W Swales 3. S Smith 4. V Best	
Comments					
Work is progressing on the mitigation activities to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, impact on our operational cover.	J Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded. Two new stations now live and still looking to expand. 2. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover. 3. Review service recognition policy with a focus on On-Call. 4. Looking at all station facilities to bring all up to a standard to allow roaming pump or standbys to use them.		1. Complete 2. March 2024 3. September 2023 4. April 2024		1. S Smith 2. S Thompson 3. K Andrews 4. M Moore	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county and changes in legislation, with our limited capacity to conduct risk visits this may increase risk to the most vulnerable in the county (protection).	S Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Succession planning and increasing capacity of Protection Team considering future uplift grants. 2. Target tall premises through newly formed county risk analysis group. 3.Target medium buildings (under 11/18m) to understand additional cladding risks. 4. Feedback to NFCC consultations around new legislation to minimise impact (i.e., Emergency Evacuation Information Sharing Consultation). 5. Use uplift funding to change Fire Protection team structure to remove admin burden from inspecting Officers. Increase use of IT to improve efficiency and capacity.		1. April 2024 2. Ongoing 3. Ongoing 4. Ongoing 5. April 2024		1. S Hedger 2. S Hedger 3. S Hedger 4. S Hedger 5. S Hedger	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk based audit programme in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that reliance on key staff, in the event that key staff leave or are absent this may lead to the Service having challenges in the delivery of core services and/or resilience to support incidents.	C Strickland	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation.		1. Ongoing 2. Complete 3. Ongoing 4. Ongoing		1. C Doody 2. S Smith 3. C Doody	

3. Ensure the other benefits of joining a public sector organisation as part of the job attraction rather than pay. 4. Continue to be open with the organisation about current challenges and offer support where required. 5. Prioritisation of activities in the IRMP to help focus workforce activities.	5. Complete	4. C Strickland 5. T Mirfin
<b>Comments</b>		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e., Health and Safety/ Asbestos exposure/Legionella/operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/reputation damage.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. The representative bodies have launched their de-contamination campaign; they are encouraging firefighters to sign up to a national register which may well lead to links being made between cancers and employment as a firefighter. The Service will monitor this and engage in conversations with NFCC. 2. We continue to monitor this and continue to update and review our internal policy and guidance that we have in place. 3. Decontamination working group in place.		1. Ongoing  2. Ongoing  3. Ongoing		1. B Fawcett  2. B Fawcett  3. J Johnson	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R211	There is a risk that if there is a lack of information, support, structures and signposting about good mental health in the workplace, it will lead to significant instances of poor mental health in the workplace which will impact directly on our organisational effectiveness, efficiency, costs, levels of employee engagement and resilience to change.	C Doody	Health and Safety	12	6
Mitigation activities		Target completion		Owner	
1. Embed Mental Health and Wellbeing (MHWB) Advisor role, ensuring understanding of the purpose of the role is clear (not an in-house counsellor). 2. Delivery and evaluation of dedicated wellbeing action plan. 3. Build wellbeing related questions directly into future employee engagement survey model. 4. External review and validation of MHWB activity (e.g., through framework such as NFCC Maturity Model, Oscar Kilo framework etc). 5. TRIM review. 6. Implement ESTIP. 7. Introduction of psychological wellbeing practitioner role to replace MWHB advisor. 8. Introduction of courses to support health and wellbeing.		1. Completed 2. Completed 3. Completed 4. Ongoing 5. Ongoing 6. Ongoing 7. October 2023 8. September 2023		1. J Fagg 2. 3. H Douglas 4. J Fagg 5. G. George 6. G. George 7. J. Fagg 8. J. Fagg	
Comments					
Mitigations are underway and delivering.					

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 daytime we do not have sufficient On-Call fire cover.	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Consideration of introducing the use of crews of 3. 2. Operational Response Review project for options. 3. Degradation policy now in place and wildfire tactical advisors, water flood incident managers to be trained.		1. Complete 2. March 2024 3. September 20023		1. K Andrews 2. S Thompson 3. V Best	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R214	There is a risk that if we experience periods of extreme weather conditions there is an increase in the potential for wildfires, flooding or events that will create an increase demand and/or spate conditions that will significantly increase demand on our resources and lead to increases in major incidents.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Operational Risk Review Project (4x4 review and rescue vehicle usage).		1. Complete			
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R215	There is a risk that if we experience periods of extreme weather conditions that there is an increase in the potential for wildfires, flooding or events will create increase demand and/or spate conditions meaning that resources and support from and to other counties for mutual aid is limited or nonexistent meaning we and they are unable to call for assistance in these times.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. We have agreed Operation Willowbeck. 2. Degradation policy in place and monitoring. 3. Duty Officer briefing sessions.		1. Complete 2. Complete 3. Ongoing		1. S Newton 2. S Thompson 3. V Best	
Comments					



Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R83	There is a risk that due to the national position relating to power suppliers there may be an increase in the number of power outages experienced impacting on our operational and support services.	M Warren	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Increase in fuel costs and vulnerability of power suppliers now considered. 2. Direct link to Environmental/Sustainability Strategy - looking to making stations/premises more efficient and cost effective. 3. Link to the outcomes of the Ways of Working Project - building this into 'business as usual'. 4. Re-educating personnel. 5. Business continuity planning initiated for potential power outages. 6. Monthly testing of generators by Property team and annual service. Battery backups UPS completed by ICT. 7. Working with the Local Resilience Forum to prioritise power for longer term power outages. CPLRF Emergency Plan to be completed by December 2023, this will include training and exercising the Plan.		1. Ongoing 2. ongoing 3. June 2022 4. Sept 2022 5. Completed 6. Completed 7. December 2023		1. M Warren 2. M Warren 3. M Warren/T Mirfin 4. AC Operational Response 5. B Fawcitt 6. B Fawcitt 7. B Fawcitt	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R208	There is a risk that we have limited resources for community activities in rural areas, meaning that we can struggle to reach our vulnerable individuals.	S Newton	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Prevention to work with Business Intelligence and Performance and service groups to clearly understand rural vulnerability. 2. Working at community safety partnerships, data sharing groups to share data and effectively target. 3. Support wider service change to focus our resources in areas of need. Work with partners to source additional resources/funding to increase delivery. 4. Support CRMP work and ensure actions reflect findings of changing community risk profile.		1. April 2024 2. April 2024 3. April 2024 4. April 2024		1. R Olivier 2. R Olivier 3. R Olivier 4. R Olivier	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that without actively engaged partners in road safety initiatives will not be able to achieve our objectives in driving down avoidable road traffic collisions and 'killed and seriously injured'.	S Newton	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Actively engage with vision zero, sharing resource where possible to engage with young people. 2. Monitor the effectiveness of hosted road safety partnership post event.	1. April 2024 2. December 2023	1. P Clarke 2. P Clarke
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R217	There is a risk that the representative bodies national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress.	J Anderson	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.		1. Ongoing		1. J Anderson	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R225	There is a risk that the focus on culture driven by HMO/HMI/NFCC in 2023/25 following the LFB report could have a detrimental impact on the employees in our Service as we already have a baseline of a good culture (HMI/Engagement Survey etc)	C Strickland	People	16	9
Mitigation activities		Target completion		Owner	
1. Updated People Excellence plan in place - Spotlight Report actions were reviewed and approach agreed as to which ones we already do, which are actions and not taking a tick-box approach. 2. Culture measurement on plan - to keep taking temperature checks of engagement/morale. 3. Close working with NFCC and implementation team to understand Spotlight Report actions that are being closed and understanding how other fire and rescue services are approaching the actions. 4. Prioritisation is to our employee engagement and this is how we measure ourselves; this needs to be communicated to our people.		1. Complete 2. April 2024 3. Ongoing 4. Ongoing		1. C Doody 2. C Doody 3. C Doody 4. C Doody	
Comments					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	S Smith	Service Delivery	16	9



Mitigation activities		Target completion		Owner	
1. Continue to review data sets to ensure targeting is as effective as possible.  2. Assess benefits of On-Call and Community Champions now undertaking safe and well visits which may help mitigate current and post risk scores.  3. Continue to improve data sharing with partners.  4. Develop further working arrangements with partners to increase reach and capacity to identify and meet needs of vulnerable people.		1. Ongoing 2. April 2024 3. April 2024 4. April 2024		1. R Olivier 2. J Ball 3. R Olivier 4. R Olivier	
Comments					
Targeted safe and well visits are part of routine watch activity supported by the Community Safety Team. Working with partners to identify and protect vulnerable people. Purchasing portal misting systems to be implemented in people's homes. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners. Reviewed safe and well has been evaluated, identified Frailty Index. Behavioural change review and implementing findings. On-Call and Community Champions now undertake safe and well visits in our rural areas. Now sharing EEAST facilities at Melbourne, which allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R093	There is a risk that the Emergency Services Mobile Communications Programme solution is delayed leading to the government having to renegotiate with the supplier resulting in increased costs to the Service.	J Anderson	Financial	15	15
Mitigation activities		Target completion		Owner	
1. Home Office full business case approved, however still awaiting the financial implications and implementation timetables. J. Anderson attending all national meetings.		1. Ongoing		1. J Anderson	
Comments					
This risk has reduced but still maintaining a view of it.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R212	There is a risk that as people feel the pressure from the increase in the cost of living we may see more primary and secondary fires because of cost saving activities, increase use of candles, arson etc.	S Newton	External environment	12	8
Mitigation activities		Target completion		Owner	
1. Targeted safe and well visits to provide safety information and prevention of fires in the home. 2. Fire prevention activities and campaigns especially as we approach winter and cooler, darker weather.		1. March 2024 2. March 2024 3. March 2024 4. March 2024 5. Ongoing		1. R Olivier 2. R Olivier 3. R Olivier 4. S Newton 5. R Olivier	

3. Use of the Multi Agency Safeguarding Hub referral processes to identify support for vulnerable people. 4. CFRS now well established in SVD group, community safety partnerships etc to work with partners and identify risk. 5. Prevention regularly monitor performance through monthly community risk management meetings and quarterly performance meetings with COAG.		
<b>Comments</b>		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that the support for the key systems collapses through either 'out of support' or due to 'business failure' which would leave us in a vulnerable position.	M Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Replacement Integrated Communication Control System and Mobilising system in progress. 5.. Financial system - notice of support received - project to replace financial solution initiated. 6. Human Resources system - move solution to the cloud for ongoing support for software provision but overall solution will not change. 7. Full upgrade of Service Transformation and Efficiency Programme. 8. Renewed Digital Strategy identifying all systems that need to be upgraded prior to support being withdrawn.		1. Complete 2. Complete 3. Complete 4. February 2024 5. November 2023 6. December 2024 7. Complete 8. October 2023		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren 6. M Warren 7. T Mirfin/M Warren 8. J Fagg	
Comments					
Technology is kept under review at the Digital Strategy Boards to allow for forward planning of resources and budgets.					

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.	C Strickland	Service Delivery	12	8
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Introduction of portfolio of roles. 2. Introduction of coaching and mentoring scheme. 3. Introduce mandatory Insights programme at initial entry. 4. Establish a forum to look at the potential for it to happen - some focus to be given to support staff how do we replace the skill sets before the skill sets leave. 5. Keeping a close eye on people's future plans as any advanced warnings will help. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Implementation of career management processes to look at how we can continue to develop leaders of the future and continue to motivate people and how get staff to recognise they can progress. 8. Promote and embed the career management processes, development portfolios and is actively used by all staff.		1. Complete 2. May 2024 3. Complete 4. Complete 5. Reviewed quarterly at end of quarter. 6. Complete 7. Complete 8. December 2023		1. S Lingard 2. S Lingard 3. S Lingard 4. M Warren 5. HoGs 6. S Lingard 7. IRMP team 8. S Lingard	

Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					
Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R201	There is a risk we may lose some highly skilled personnel through ‘head hunting’, Post pandemic resignations, inflationary financial pressures on households and increased working from home, different employers are able to offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	M Warren / C Doody	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Recruitment team to research, test and evaluate new and innovative attraction methods and to explore searching for candidates in a broader geographical area. 2. Recruitment team to highlight all terms and conditions (particularly cultural benefits) of working for CFRS when advertising vacancies – using data and quotes from engagement survey research to showcase our cultural position. 3. Recruitment team to update employee profiles on external careers site - greater range of professional support roles to be added (showcasing some of the more technical/in-demand skillsets in particular) and to talk about the cultural/agile working benefits. 4. Ensure appropriate cross-skilling to mitigate risk and increase resilience across relevant teams. 5. Flexibility and review of market premiums where possible/flexible pay structure if market conditions dictate. 6. Wellbeing and coaching offers for professional support colleagues. 7. Identify single points of failure in professional support and complete succession plans for professional support.		1. December 2023 2. December 2023 3. December 2023 4. Ongoing 5. Ongoing 6. Complete and ongoing 7. Ongoing - T&S structured plans in 2024		1. L Boucher 2. L Boucher 3. L Boucher 4. T Mirfin/J Fagg 5.L Boucher/M Warren 6. J Fagg/S Lingard 7. S Lingard	
Comments					

## GLOSSARY

CFC	Combined Fire Control
CISP	Cyber Security Information Sharing Partnership
COG	Chief Officer Group
COAG	Chief Officer Advisory Group
ESMCP	Emergency Services Mobile Communication Project
GDPR	General Data Protection Regulations
H&S	Health and Safety
IRMP	Integrated Risk Management Plan
NFCC	National Fire Chiefs Council
NCSC	National Cyber Security Centre
RTC	Road Traffic Collision
SFRS	Suffolk Fire and Rescue Service

## Source Document

Strategic Risk Register

## Location

Fire Service HQ  
Hinchingsbrooke Cottage  
Huntingdon

## Contact Officer

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## Policy and Resources Committee Work Programme

## Meetings 2023-24

Date	Time	Venue
<b>2023</b>		
Tuesday 31 October	1400 hours	SHQ
Wednesday 20 December	1400 hours	SHQ
<b>2024</b>		
Monday 22 January	1400 hours	SHQ
Monday 29 April	1400 hours	SHQ
Wednesday 12 June	1400 hours	SHQ

## Work Programme 2023/24

<b>2023</b>			
<b>Tuesday 31 October</b>			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 26 April 2023 (Meetings on 22 June and 12 July 2023 were cancelled)	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 20 April and 4 October 2023 (Meeting on 19 July 2023 was cancelled)	Dawn Cave	
	Action Log	Dawn Cave	
	<b>Decision</b> Digital Strategy 2022/25	Head of ICT and OHU	
	<b>Audit Reports</b> None		
	<b>Information and Monitoring</b> Revenue and Capital Budget Monitoring Report 2023/24	Deputy Chief Executive Officer	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	Annual after end of previous financial year
	Strategic Risk and Opportunity Management Register - Monitoring Report	Head of Service Transformation	

	Property Portfolio Update Report	Deputy Chief Executive Officer	
	Work Programme 2023/24		
<b>Wednesday 20 December</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	
1400	Minutes of Policy and Resources Committee Meeting 31 October 2023	Dawn Cave	
	Action Log	Dawn Cave	
	<b><u>Decision</u></b> Draft Budget 2024/25		
	<b><u>Audit Reports</u></b> TBC		
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2023/24	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2023/24		
<b>2024</b>			
<b>Monday 22 January</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	
1400	Minutes of Policy and Resources Committee Meeting 20 December 2023	Dawn Cave	
	Action Log	Dawn Cave	
	<b><u>Decision</u></b> Draft Budget 2024/25	Deputy Chief Executive Officer	
	<b><u>Audit Reports</u></b> Annual External Audit Report	BDO	
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2023/24 (including a mid-year Treasury Management Update)	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Estates Projects Update	Deputy Chief Executive Officer	
	FRIC Update	Deputy Chief Executive Officer	
	Work Programme 2024/25		
<b>Monday 29 April</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	
1400	Minutes of Policy and Resources Committee Meeting 22 January 2024	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 15 January 2023	Dawn Cave	
	Action Log	Dawn Cave	
	<b><u>Decision</u></b> TBC		

	<b><u>Audit Reports</u></b> TBC		
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2024/25	Deputy Chief Executive Officer	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	Annual after end of previous financial year
	Commercial and Procurement Activity – Annual Update	Deputy Chief Executive Officer/Head of Commercial and Business Support	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2024/25		
<b>Wednesday 12 June</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	
1400	Minutes of Policy and Resources Committee Meeting 29 April 2024	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 22 April 2024	Dawn Cave	
	Action Log	Dawn Cave	
	<b><u>Decision</u></b> Annual Treasury Management Review	Deputy Chief Executive Officer	
	<b><u>Audit Reports</u></b> TBC		
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2024/25	Deputy Chief Executive Officer	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	If not available at 29 April 2024 meeting
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2024/25		





## Fire Overview and Scrutiny Committee Minutes

Date: Thursday 20 April 2023

Time: 14:00 – 15:05

Venue: Fire Service Headquarters

Present: Councillors Gardener, Gowing, Kindersley (Chair), McGuire, Rae, Taylor and Warren

### 54. Apologies for Absence and Declarations of Interest

No apologies were received. There were no declarations of interest.

### 55. Minutes – 19 January 2023 and Action Log

The minutes of the meeting held on 19 January 2023 were agreed as a correct record and signed by the Chair. The action log was noted.

### 56. Integrated Risk Management Plan Performance Measures

The committee received a report which reviewed the authority's progress between 1 April and 31 December 2022 with regard to incidents and workforce diversity. In the most recent quarter, the total number of fires had reduced and there had been no fire deaths reported. There had been an overall increase in attendance time to primary fires and secondary fires, as impacted by spate conditions. The service also reported an increase in road traffic collisions, those killed or seriously injured, and special service support incidents. Applicant diversity data remained similar due to a low level of recruitment.

A verbal update was given on the mobilisation of crews of three. Since commencing this year, the authority had provided an additional thousand hours coverage, responding to 58 calls. The Assistant Chief Fire Officer was pleased with the launch and had identified no complications thus far.

During discussion, members:

- Clarified that the 'removal of objects from people' included any actions by the fire service that removed items from a person's body.
- Requested circulation of a written update on the progress of crews of three. **Action.**
- Established that it was difficult to determine an underlying cause behind the reduction in fires. This was due to the low number of fires occurring from which data could be extracted and variations in multiple determinants such as weather conditions and school holidays.
- Acknowledge that, although infrequent, older and alone individuals were more vulnerable to death by fire.

It was resolved unanimously to:

Note the contents of the performance report in Appendix 1 which covered the first three quarters of the year, 1 April to 31 December 2022 and make comment as appropriate.

## 57. Programme Management Monitoring Report

The committee received an update on progress against the corporate projects for 2022/23.

Review of the Integrated Command Control System (ICCS) and Mobilising Solution: SYSTEL had entered into a voluntary administration arrangement, which may have terminated by June, because the company was now in a profitable position. As Northern Ireland and Scotland were no longer contracted with SYSTEL, additional resource was available for continuing contracts, including Cambridgeshire. Release was anticipated in May, following which officers would train with the system prior to the potential onset of spate conditions in the summer months. The SYSTEL system would evaluate pump crew capabilities to ensure availability of appropriate skillsets. As SYSTEL would be leading the Direct Communication Server (DCS) roll out, the Cambridgeshire and Peterborough Fire Service would be the first in the country to use the system. This would improve the authority's market.

Review of Operations: The project board was considering recategorisation of the most serious calls into five levels, giving life risk greatest weighting. This would ensure improved utilisation of on-call assets and greater flexibility for mobilisation. The review had also highlighted the advantage of focussing on crew capabilities to ensure deployed pumps were manned with the required specialised skillsets.

Incident Command Review and Review of Specialist Equipment: The service was in discussion with the representative body with regard to the Incident Command Review and proposed increase in specialist equipment. Spate conditions had resulted in the requirement for additional 4x4 capacity.

On-call Initiatives: The service was looking to strengthen response by improving on-call area availability.

During discussion, members clarified that the authority was in dialogue with CISTEL to ensure their financial situation was maintained.

It was resolved unanimously to:

Note the Programme Status Report, as of March 2023, attached at Appendix 1.

## 58. Grenfell Disaster Action Plan and Related Works - Update

The committee received the Grenfell Disaster Action Plan, written in accordance with the Building Safety Bill and Fire Safety Act. Forty-three national recommendations had

been made following the disaster. In response to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommendations to improve communication from the control room to fire ground, the service had thus far utilised the £55,000 grant on electronic evacuation boards as well as smoke hoods. This would be monitored quarterly, alongside six monthly updates to the Home Office.

During discussion, members:

- Clarified that, within Cambridgeshire and Peterborough, 20 buildings had been categorised as in-scope (24+ storey) buildings. These buildings were safety monitored and additional planning applications for in-scope buildings would be reviewed by a multidisciplinary fire safety team in compliance with the Building Safety Act. The Fire Authority was a statutory consultee for new in-scope planning applications and, if the application was made through the local authority, the Fire Authority was likely to be aware of the proposal prior to determination and therefore able to make recommendations earlier. If approved inspectors were used, the Fire Authority may be informed later on in the building process.
- Established that the Fire Authority had published its perspective on the use of sprinkler systems in schools, which in some instances may include buildings over 18 metres tall.
- Understood that complex interior buildings would not be reviewed by the multidisciplinary fire safety team, but that a risk-based inspection programme was in place to ensure these buildings were known and met fire inspection orders. The Area Commander for Operational Response invited councillors to contact them should they have concerns about a specific building.
- Recognised that a review of medium-rise building risk had taken place.

It was resolved unanimously to:

Note the information within the report and specifically the works completed and underway to improve processes outlined at Paragraph 7.

## 59. Internal Audit Strategy

The committee received a report from Internal Audit which presented the proposed internal audit plan for 2023/24. The proposed audits for the year were in relation to the medium-term financial planning process, implementation of a new finance system, estate utilisation, procurement, and staff health and safety and contaminants. This would be the first review of contaminants and therefore it would be measured against best practice in other organisations where available. Review of the Integrated Command Control System (ICCS) and Mobilising Solution would be delayed, following the progress scheduled in Minute 57, Programme Management Monitoring Report.

During discussion, members learned that the Fire Brigades Union had conducted national research with regard to contaminants. Thus far, Cambridgeshire and Peterborough Fire Authority had contamination protection policy and procedure in

place, which initial discussions indicated was unlike other authorities. The authority would next focus on ensuring culture aligned with this updated practice.

It was resolved to:

Note the Internal Audit Strategy for 2023/24.

## 60. Internal Audit Progress Report

The committee received the Internal Audit Progress Report which marked the progress of the Integrated Risk Management Planning Framework and governance against the Internal Audit Action Plan. These had both had positive outcomes – the Integrated Risk Management Framework had substantial assurance and no medium actions, while governance had received reasonable assurance with one medium action regarding key documentation being updated in line with the current Code of Corporate Governance. Since the last meeting and following delays with ICCS and Mobilisation System, it had been agreed to include an audit of recruitment in the current year rather than ICCS and Mobilising System.

It was resolved to:

Note the Internal Audit Progress Report.

## 61. Community Engagement Forum - Update

The Community Engagement Forum had been launched at the end of 2022. Since then, it had grown to over 200 members. These members responded to questions set by the Media and Communication Team which would inform the Community Risk Management Plan.

The officer was enthusiastic about the level of community support – he had anticipated the forum would have a hundred members, but now hoped numbers could reach a thousand. Growing the forum to ensure it was representative of the community the Fire Service served was a key objective of the team and this could occur through targeted advertising.

During discussion, members:

- Learned the forum responded to surveys and could provide additional information to the question responses in order that other thoughts and feelings were also expressed. In future, separate events may be organised in local communities to address localised issues, but no topic had yet been determined.
- Noted that, alongside contacting parish councils, social media - such as community Facebook groups and NextDoor – were used to ensure widespread interest, including in rural areas. Members offered to reiterate the opportunity to belong to the forum to parish councils.

It was resolved to:

Note the contents of the report and make comment as appropriate.

## 62. Culture Related Work

Ensuring a good workplace culture had been a strategic focus of the service for the past ten years and would continue to be for the next five years through the Community Risk Management Plan. Therefore, the engagement survey and last inspection indicated that the Fire Authority had a positive workplace culture, particularly in relation to other authorities. However, officers recognised further work could and would be done, with work on the Community Risk Management Plan commencing in May and additional necessary work being actioned following receipt of the final HMICFRS inspection report in four and a half months' time.

During discussion, members:

- Complimented the dynamic service approach to ensuring a good workplace culture.
- Established that the Inclusion Network could be attended by all colleagues and would be used to canvas views, assist with Equality Impact Assessments, and address all diversity topics. The Inclusion Steering Group was attended by senior managers, leaders of the Fire Service's diversity inclusion groups and Councillors Smith and Jamil. Inviting members of the Overview and Scrutiny Committee to the steering group as additional independent panel members would offer an alternative view. Therefore, all members asked to be invited to Equality and Diversity Steering Group meetings in order that those available could attend. Action.
- Suggested that progress for culture related work was seen six monthly and potentially as a future scrutiny item. Action.

It was resolved to:

- a) Note the work undertaken and make comment as they deem appropriate,
- b) Agree representation at quarterly Inclusion Steering Group meetings.

## 63. Cambridgeshire and Peterborough Fire Authority Overview and Scrutiny Work Programme

The committee resolved unanimously to note its work programme, pending the inclusion of the Annual Internal Audit Report, Staffing Action and Finish Group Update and, potentially Workplace Culture to the July agenda. Action.

Chair

## Fire Overview and Scrutiny Committee Minutes

Date: 4 October 2023

Time: 2.00p.m. – 3.55p.m.

Venue: New Shire Hall, Alconbury Weald, Huntingdon

Present: Councillors Gardener, Hathorn, Kindersley (Chair), Rae, Taylor and Warren

### 64. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor McGuire and there were no declarations of interest.

### 65. Minutes – 20 April 2023 and Action Log

The minutes of the meeting held on 20 April 2023 were agreed as a correct record and signed by the Chair. In noting the action log, the Chair reported that Constabulary data covering in excess of three years on road traffic collisions on the A14 around Ellington/Keyston was e-mailed to Members on 28 September 2023; this information was particularly welcomed by one Member.

### 66. Integrated Risk Management Plan Performance Measures

The Committee considered a report reviewing the Service's progress against its Integrated Risk Management Plan (IRMP) between 1 April and 30 June 2023. Attention was drawn to Appendix 1 detailing attendance times for urban and rural areas and all incidents, total fires, primary and secondary fires, fire deaths and casualties, road traffic collisions (RTCs) attended, people killed or seriously injured in RTCs, special service incidents attended, applicant and workforce diversity, the number of non-domestic fires, and the number of business engagements identified through the risk based audit programme. Members also received an update on crews of three and noted a detailed overview in Appendix 2.

In response to a query regarding secondary fires in East Cambridgeshire and Huntingdonshire, it was noted that these areas had not been highlighted in the report as there had been no significant change.

The Chair invited Mr Mark Harriss, Brigade Secretary, Region 9, Eastern, Fire Brigades Union (FBU) to address the committee. He expressed concern that the report only highlighted the benefits of deficient crewing rather than concerns. He challenged the reference in Appendix 2 to a "positive news story" regarding on-call crews mobilising with four or more fire fighters when the rota system showed three, as this demonstrated a lack of knowledge about the availability of firefighters. He was of the view that deficient crews were an unnecessary use of taxpayer's money, created unnecessary risks for both emergency responders and the public, and diminished availability across

the county and disrupted IRMP locations. He further disputed the claim that “fully crewed appliances” were being sent as backup.

He reminded Members that he had raised concerns at their meeting in January which had then been addressed by letter. It had been reported originally that the average time taken by a second pump to arrive would be four minutes and nine seconds but this report stated five minutes and nineteen seconds which was in line with projections. Firefighters on their first day were knowingly being used in deficient crews. Although there was a big focus on recruiting more on-call firefighters, barriers put in place had made the role less attractive. Over 200 firefighters had signed letters either of objection, duress or resignation. He was of the view that crews of three was a conscious choice taken by the Service.

In conclusion, he drew attention to a statement shared by an incident commander with over 25 years wholetime service, who had attended an incident as a crew of three a few months ago and had since decided to leave the Service. He had waited for nine minutes for a second pump.

The Chair invited officers to respond to the issues raised by Mr Harriss, as follows:

- the Service’s aim had always been to recruit crews of four, five or six but it had struggled to recruit on-call firefighters.
- the crew of three had carried out defensive firefighting tactics at the incident referred to above in Wisbech. It was reported that such crews could carry out a number of actions to improve outcomes before a second pump arrived.
- a survey of communities had identified that they wanted three people to do something rather than to wait longer for a second pump. It would also enable fully trained crews to risk assess the situation without putting themselves in danger and prevent the public from taking action. In response, Mr Harriss challenged the leading questions in the survey.
- confirmed that the incident commander referred to above had retired from the Service.
- many incidents were false alarms which released vehicles to attend other incidents.
- the Service was committed and had identified significant funding to recruit on-call firefighters, it also welcomed any ideas from the FBU to assist with recruitment.
- people did not generally live and work in the same place and prevention campaigns meant there were less calls. A considerable amount of work had therefore taken place to incentivise on call-firefighters including meaningful work in the community such as working in partnership with the East of England Ambulance Service to attend heart attacks.

The Chair invited Mr Harriss to respond to issues raised by Members, as follows:

- actions taken by an on-call crew of three were very limited. There were therefore concerns that the public would act to rescue someone, which would then put a moral pressure on the three firefighters to respond.
- a crew of five could demand more resources to enable them to effect rescues inside buildings for example. There were so many restrictions as to what a crew of three could or could not do. In response, Members commented that waiting for a crew of more than three to attend would result in unacceptable delays.
- acknowledged that whether it was better for a crew of three to turn up before a fully staff crewed depended on the incident. It was noted that concerns related to such crews turning up first rather than as additional support.
- Control Room staff were highly trained to extract information from callers to determine the right resources to deploy to incidents.
- there needed to be more investment, against a backdrop of 12,000 and 260 firefighters cut nationally and locally since 2010, to improve on-call recruitment. The Chief Fire Officer reported that he did not recognise the figure of 260. Since 2010 the Service had reduced the number of Wholetime staff by 25 but had not deliberately lost any on-call staff. Any reduction in on-call staffing was due to difficulties with recruitment and retention, not funding.
- noted that in the last ten years there had only been two occasions when on-call crews had been mobilised to rescue people inside a building. However, it was important to be prepared for the worst case scenario.
- the on-call crew at the Wisbech incident had carried out defensive firefighting tactics for four minutes but it had taken 13 minutes for a second pump to arrive. In response, the Chair commented that the on-call crew of three had taken six minutes to arrive and then five minutes to conduct defensive firefighting tactics with the second pump arriving in 12 minutes, which meant that they had spent only one minute doing nothing. It was acknowledged that issues relating to over the border appliances being used in urban areas was being addressed. Mr Harriss reminded Members that he had not personally attended the incident and the times reported had been provided by the incident commander at the scene. The Chair commented that management would need to consider two different interpretations of the same incident.

Members noted the following responses to their questions from officers:

- the intervention of a crew of three at Wisbech would have resulted in better outcomes.
- acknowledged the need to add to on-call training the importance of all firefighters booking on to avoid on-call crews mobilising with four or more fire fighters when the rota system showed three. **Action Required.**



It was resolved unanimously to:

note the contents of the performance report in Appendix 1 to the report which covered the first quarter of the year, 1 April to 30 June 2023.

## 67. Programme Management Monitoring Report

The Committee received an update on progress against projects for 2023/24. Attention was drawn to the Replacement Integrated Command and Control System & Mobilising Solution and the disappointing decision taken by Suffolk Fire and Rescue Service (SFRS) to introduce its own standalone fire control centre from December 2024. Members were advised of the progress, and timetable to go live from February 2024. Other projects highlighted included the Review of Operations where a report on operational resource would be presented to the next Fire Authority meeting, the Finance System Software Replacement Project, which was under budget and due go live in November 2023, and Microsoft 365 Implementation and Cultural Change.

Members noted the following responses to their questions from officers:

- the importance of providing continuity of service.
- confirmed that the decision taken by SFRS would not prevent the new system going live from February 2024. Officers were working hard to support SFRS, which had committed resourcing to ensure this date was met.
- the 4x4's were currently based at Burwell and Cottenham.

It was resolved unanimously to:

note the Programme Status Report, as of September 2023, attached at Appendix 1 to the report.

## 68. Cyber Security Update Report

The Committee considered an update on the current position with regards cyber security. Cyber incidents had increased as a result of events in Ukraine. The Cambridgeshire Fire and Rescue Service (CFRS) had always taken cyber security seriously, being only one of two fire and rescue services to have achieved and maintained its ISO 27001 accreditation. This standard required regular external audits to ensure compliance. The Service was therefore in a good position working constantly to address issues. This included a number of enhancements and the implementation of additional cyber security tools since an independent audit in 2021. The Service had also participated in an assessment by IBM against the Cyber Assessment Framework, which had identified some areas for improvement that were currently being progressed.

The Chief Fire Officer acknowledged that cyber security had been a high priority for the service and had always been resourced appropriately. He thanked the Head of ICT and OHU and his Team for their hard work to place CFRS in such a good position. On behalf of the committee, the Chair added his thanks.

Members noted the following responses to their questions from officers:

- government support was available to public organisations depending on the scale of the attack; lower level attacks were expected to be dealt with internally. The continuous level of investment in multi levels of security had helped to prevent attacks penetrating beyond the outer levels.
- the importance of staff training and a number of good tools to prevent breaches.
- all Wi-Fi enabled infrastructure was tested annually.

It was resolved unanimously to:

note the contents of this report.

#### 69. Annual Review – Compliance with the Local Government Transparency Code

The Committee received the annual update on an assurance of compliance with the Local Government Transparency Code 2015. The annual review had found that the Service was currently fully compliant with the requirements of the Code except for the publication of the Trade Union Facility Time data from financial year 2022/23. Assurances had been given that the necessary work would be completed by the end of October 2023.

It was resolved unanimously to:

note the current position in terms of compliance and in particular the assurances given at Paragraph 7.2. of the report.

#### 70. Cambridgeshire Fire and Rescue Annual Governance Statement

The Committee considered the draft Annual Governance Statement (AGS) for 2022/23. Attention was drawn to the areas where the Authority would continue to take action to deal with governance issues. These included the Combined Fire Control, assets including the disposal of the former Huntingdon Fire Station site, culture, financial climate and sector developments. It was noted that a full review of the Asset and Fleet Management System was in progress.

Members noted the following responses to their questions from officers:

- the decision of SFRS to introduce its own standalone fire control centre would result in a loss of income of around £1m. The financial impact of this decision was currently being considered and in particular how the budget gap would be addressed. Early discussions had taken place with other possible partners.
- the CFRS would not be informed of its funding by government until mid-December at the earliest. Letters had been sent to local MPs and the relevant government department asking for an increase in grant in line with inflation. The Financial Business Continuity Plan would reflect arrangements to downsize if necessary.

- 80% of the budget covered pay which was outside the control of the CFRS. An announcement on pay would be made next June which added to the level of uncertainty.
- the Fair Funding Review had been delayed and was unlikely to take place during the current parliament. There was also unlikely to be any review of the business rates system until post general election.

It was resolved unanimously to:

- scrutinise the AGS, attached at Appendix 1 to the report.
- recommend to the Authority that the AGS is approved for external publication.

## 71. Report on use of Lithium-ion Batteries and Response by Cambridgeshire Fire and Rescue Service

The Committee received an update on the rise of lithium-ion batteries and specifically their use in micro mobility items being involved in fire and the response by the CFRS. There was growing concern over the rise in incidents involving fire of lithium-ion batteries in electrical items such as mobile phones, laptops, e-scooters, e-bikes and e-cigarettes, which had resulted in fatalities. External factors such as the cost of living had led to an increase in e-bike usage. The primary risk associated with these batteries in micro mobility products was thermal runaway. Battery safety and stability depended on the maintaining internal temperatures within specific limits. Poor quality and substandard components, flawed design, physical abuse and improper charging or discharging could all cause a battery to become unstable and lead to catastrophic failure. Even if a fire was extinguished, it could easily start again. Attention was drawn to the incident data and analysis, and the activities being undertaken by the CFRS and National Fire Chiefs Council to mitigate against these risks.

During discussion, Members:

- acknowledged the importance of educational safety with regard to not charging micro mobility items at night. There was also a need to highlight the replacement of batteries with the manufacturer's battery rather than one purchased cheaply on the Internet.
- queried the impact of the planning process on the safety of micro mobility items. The Area Commander highlighted the importance of advising early in the planning process. It was noted that more work was being carried out nationally and locally in this area. The concern was that safety would take up more space thereby impacting on financial gain for developers.
- requested information on the training available to firefighters to handle lithium-ion based fires. Organisational training was being provided on the risk and tactics for firefighting such fires, which include first aid and pre-hospital medical training.
- requested information or data to supply to parish councils who could then disseminate it to residents to try and prevent such fires. The Area Commander

reported that a social media campaign on safe charging had recently been launched. A newsletter has also been sent to all parish councils.

- queried whether education not just via online had sufficient resources. The Area Commander acknowledged that the situation was fast moving. On 11 September 2023, The Office for Product Safety and Standards had published information for consumers to raise awareness around the safe purchasing, use and charging of e-bikes and e-scooters. The Service had also written to the Coroner following the fatal fire in Cambridge asking him to write to the government to request legislation in relation to the sale of battery chargers.
- queried whether the Service was liaising with the NHS to ensure warning leaflets regarding battery safety were provided with mobility scooters. Members were informed that the Service was reaching out to partners including Trading Standards.
- expressed concern that flats could contain a number of e-scooters and queried whether the engagement with the Landlord Forum was just Cambridge. It was noted that the joint team from prevention and protection had started in Cambridge but would be looking to approach other districts.
- noted that there was no separate breakdown of fires caused by faulty e-scooters or e-bike batteries.

It was resolved unanimously to:

note the contents of the report.

## 72. Internal Audit Annual Report 2022-23

The Chair reported that the Governance Audit Opinion had changed post the April committee from reasonable to substantial assurance.

The Internal Audit Annual Report 2022-23 provided an annual internal audit opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes. The opinion was that the organisation had an adequate and effective framework for risk management, governance and internal control. However, further enhancements had been identified to the framework of risk management, governance and internal control to ensure that it remained adequate and effective. It was noted that the opinion would contribute to the organisation's annual governance reporting. Members were informed that this had been the same opinion for the last few years.

It was resolved unanimously to:

note the annual internal audit report 2022/23.

### 73. Emergency Services Benchmarking Report 2022-23

The Emergency Services Benchmarking Report 2022-23 provided a benchmark, which allowed for self-assessment against other emergency services. There was a thematic overview of high priority management actions covering the following: people, health and safety; finance; IT; estates, storage and disposal; fleet management, and commissioning and service collaboration. Comparisons showed that the CFRS was performing well against other services.

It was resolved unanimously to:

note the Emergency Services Benchmarking Report 2022-23.

### 74. Internal Audit Progress Report

The report provided a summary update on progress against each plan and summarised the results of work to date. Attention was drawn to the reports finalised since the last meeting highlighted in bold. The Deputy Chief Executive Officer acknowledged the importance of this report, which reflected concerns the Service had regarding the utilisation and best use of its estate. A review of Estates Strategy including its headquarters would therefore be carried out.

It was queried whether a review would consider the location of fire stations. The Deputy Chief Executive confirmed that it would consider how the service could use its stations more effectively rather than relocation. The Chief Fire Officer added that the review would be looking at people and resources rather than fire stations to make sure they were in the right places. Another Member queried the cost per call out of £2,329.59 for St Neots Station. It was noted that this reflected the overall cost of the station in relation to the people sited there and number of calls but did not allow for risk. The review was about using the station more effectively in the future.

It was resolved unanimously to:

note the Internal Audit Progress Report.

### 75. Cambridgeshire and Peterborough Fire Authority Overview and Scrutiny Work Programme

The Committee resolved unanimously to note its work programme.

Chair

