

# FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

**Date: Thursday, 25 January 2018**

**10:30hr**

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

## **AGENDA**

**Open to Public and Press**

**1. Apologies for Absence**

An apology has been received on behalf of Councillor Mandy Smith.

**2. Declarations of Interest**

*Guidance for Councillors on declaring interests is available at:*

<http://tinyurl.com/ccc-conduct-code>

**3. Minutes 14th December 2017 Policy and Resources Committee 5 - 18**

**4. Minute Action Log for January 2018 Meeting 19 - 22**

## **DECISIONS**

<b>5.</b>	<b>Fire Authority Budget 2018-19</b>	<b>23 - 46</b>
<b>6.</b>	<b>Consultation Response - Fire and Rescue National Framework for England</b>	<b>47 - 52</b>
	<b>INFORMATION AND MONITORING</b>	
<b>7.</b>	<b>Comprehensive Spending Review Update</b>	<b>53 - 56</b>
<b>8.</b>	<b>Integrated Risk Management Plan Update</b>	<b>57 - 64</b>
<b>9.</b>	<b>Fire Authority Programme Management - Monitoring Report</b>	<b>65 - 84</b>
<b>10.</b>	<b>Strategic Risk and Opportunity Management Register -Monitoring Report</b>	<b>85 - 102</b>
<b>11.</b>	<b>Policy and Resources Work Programme</b>	<b>103 - 106</b>
<b>12.</b>	<b>Date of Next Meeting - Thursday 12th April 2018</b>	

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

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

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

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

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

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

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

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

[http://www.cambsfire.gov.uk/fireauthority/fa\\_meetings.php](http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php)



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

**Date:** 14<sup>th</sup> December 2017

**Time:** 10.30 a.m. – 12.15 p.m.

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

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

**27. APOLOGIES FOR ABSENCE**

Apologies for absence received from Councillors Adey and Shahin Ismail (Monitoring Officer).

**28. DECLARATIONS OF INTEREST**

None.

**29. MINUTES OF THE MEETING HELD ON 28<sup>th</sup> SEPTEMBER 2017**

The minutes of the meeting held on 28<sup>th</sup> September 2017 were confirmed as a correct record and were signed by the Chairman.

**30. POLICY AND RESOURCES COMMITTEE MINUTE ACTION LOG**

Action on Minute 20. ISA 260 Report where the Committee had requested the need to amend the text on page 17 under the title 'Working with partners' as the assumption as written was that the new governance arrangements would be implemented by April 2018 and was premature in advance of the final Home Office decision which had not yet been made. As an oral update it was indicated that the change of text had been made and the action could therefore now be changed to 'completed'.

The Minute Action Log was noted as amended above.

**31. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 12<sup>TH</sup> OCTOBER 2017**

These minutes which were for information and for which the Committee had previously requested should only be made available via an electronic link to save paper were noted.

## **32. ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT**

This report provided the Committee the outcome conclusions of the annual review of the operation of the ICT Shared Services Agreement, a five year contract entered into in October 2013 and reviewed the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017. It was undertaken by the Heads of Information and Communications Technology (ICT) for both Cambridgeshire and Bedfordshire Fire and Rescue Services and the ICT Shared Service Delivery Manager.

The report highlighted that:

- The ICT Shared Service continued to deliver successfully as a shared environment with identifiable improvements in day to day ICT service provision and management of incident resolution in both organisations.
- There were increasing challenges to maintain service provision and to achieve further improvements due to the increasing demands for ICT in both services with the issues highlighted in paragraph 6.1 of the report.
- The quality of the shared service had been reviewed and one of the key aims identified for it, which had been lacking previously, namely to embed customer focus within the ICT Shared Service, had shown a significant improvement. Information under section 7.4 evidenced significant improvement in customer perception of the ICT Shared Service since its formation and was now in line with the upper quartile achieved by 108 local authorities in 2010.
- The flexibility of the ICT service overall had been increased through the introduction of the shared service largely by pooling of the resources available to each organisation with the detail provided in paragraph 9.2.
- The introduction of a Project Manager had enabled a clear picture of the resource demands with it being highlighted that there are severe demands on infrastructure team resources, resulting in prolonged project timescales and some business as usual activity slipping.
- The review had demonstrated ongoing improvement in the aims of resilience flexibility cover and quality. However the improvements had been achieved utilising agency staff at times which had added to the overall running costs. As a result of the demand for IT solutions to enhance service delivery, severe pressures had been placed on resources and a review of capacity requirements was being undertaken with the aim of better utilising skills to help increase resilience.

In the presentation of the report it was highlighted that the shared services agreement was next year reaching its five year term. Due to the performance highlighted and the benefits gained, it was the intention to renew it for another five years.

Points raised in the discussion / responses provided included:

- As the agreement did not end until October 2018 the Chairman queried why the Committee was being asked to endorse a five year extension at the current time. It was explained that the current agreement required 12 months' notice if there was the intention for either partner not to continue with the shared service. On that basis one Member stated that the report should have been received at an earlier cycle. It was explained that the delay had been due to the Bedfordshire Head of ICT post being vacant for a period and therefore the joint review had been unable to be completed at an earlier date.
- Additional to the above, asking whether the agreement precluded seeking other options, such as with the police etc, it was explained that there was nothing to prevent the contract being terminated at any point provided 12 months' notice was given. It was explained the police are currently interested in a joint ICT shared service as the equipment used was different and related to the requirements of each of the two blue light services. Cambridgeshire FRS used the same core systems as Bedfordshire FRS and sharing non fire centric IT provision would be problematic. Breaking the IT alignment at the current time would also cause severe service provision issues.
- In response to a question on whether any other Fire and Rescue Service had expressed an interest in joining the shared service partnership, it was explained that Hampshire had originally expressed interest but then had never followed it up. In any event at that time it would have been difficult to provide the necessary resource.
- With reference to the consultation exercise there was a request that a report should come back to the Committee. **Action: John Fagg / Deb Thompson to programme.**
- Another Member highlighted that the report provided no details on how much money had been estimated to have been saved as a result of the Agreement? While there had been savings on infrastructure costs, the original premise had been not so much to save money, but to improve resilience and customer service both of which had been achieved. The next stage was to target skills sets to continue to improve the service.
- In response to a follow up from the same Member asking whether the shared service had cost more (due to contract staff having to be used) or less, the reply was that it had been cost neutral. This was further queried by another Member that surely if agency staff had to be employed these additional staff would have increased costs. In response it was explained that the agency staff were used to backfill vacancies and were not additional staff. The current restructuring exercise was not seeking additional staff but realigning existing staff to make better use of their skills set.

- Whether if a number of Fire Services joined, the economy of scale savings would be even greater, leading to significant cost savings. It was explained that working collaboratively and improving service efficiencies was a key aim of the new 'National Fire Chiefs Council' especially with the challenges of the new inspectorate regime.
- Concerns were raised regarding what the position would be if Bedfordshire withdrew or if key people left? It was explained that the current restructure exercise was looking at where key pinch points were and the current constraints. This included seeking to put in place a career structure to help staff retention as well as seeking to align the pay structures with Bedfordshire. The latter had not yet been agreed. There was a request that if the Chairman could meet with his opposite number in Bedfordshire to try to move things on, this would be helpful. **Action Officers to provide Chairman with appropriate contact details.**

In discussion Members still expressed concern regarding signing up to another five year extension as the IT industry was so competitive and changes occurred so rapidly in the technologies available, as well as being concerned that greater opportunities might be missed if a competitive procurement exercise was not explored. The Chairman asked whether there was scope to approach other Fire Authorities such as Norfolk and Suffolk. In response the Officers stressed that the current advantages of the shared agreement clearly outweighed the disadvantages and that as explained, there was always the option of a 12 month advance notice termination period. In terms of the other Fire Authorities, as both Norfolk and Suffolk were under local authority control there were unlikely to be opportunities with these services.

Having considered the report

It was resolved to;

- a) note the outcomes of the third annual review of the operation of the ICT Shared Service Agreement,
- b) note the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus,
- c) note the demands placed upon the function and the need to review the structure, resource and capacity of it.
- d) That Members would seek meetings with counterparts in Bedfordshire to look at the possibilities of expanding and improving the Shared Service.

### **33. FIRE AUTHORITY BUDGET 2018-19**

The purpose of report was to present the Committee for endorsement the draft budget and precept for 2018/19.



It was highlighted that the draft budget book was subject to change owing to final figures being unavailable for council tax collection funds and non-domestic rates from four districts and as some internal adjustments might also be required during the draft stage with an expectation that the final Band D figure would be lower than currently shown which would be a good news story. **The Deputy Chief Executive undertook to provide the final B and D figure to Members when finalised. Action Matthew Warren.** In addition, the Service was still waiting for Central Government to confirm final grant settlement figures for 2018/19 which had not been received at the time of the meeting and was not expected now until the 19<sup>th</sup> December. There was no expectation that there would be significant changes.

The final budget would be presented to the Fire Authority for approval in February 2018, along with feedback from the budget consultation process.

The key highlights of the budget overview explained that:

- The Revenue Support Grant has been reduced by £1.440 million, over that received in 2017/18. This was in keeping with the Government Strategy that will see all Local Government receive no Revenue Support Grant past this Comprehensive Spending Review (CSR) period.
- All single purpose fire and rescue authorities were funded through a two percent share of each district or unitary council's business rates income and topped up by Central Government. A safety net and tariff/top-up was applied to this funding to ensure no service made excess gains or losses through this funding. The funding for Cambridgeshire Frs was impacted by a top up adjustment of £2.320m through this adjustment mechanism. This top-up offset the loss of Revenue Support Grant.
- The most recent CSR taking the Service to 2019/20, presented significant financial challenges for the Authority. Grant cuts along with inflationary pressures would result in a total pressure of £3.870 million. There were also pressures from a mandated apprenticeship levy and increased business rates.
- The Service had established a project focussing on making cost savings to balance the budget over the four year period. This was now forecast to be achieved, the savings, when taken alongside increases in Band D tax base and a 1.9% increase in council tax, would enable the Service to achieve a balanced budget for 2018/19.
- The capital budget showed the intention to invest in new pumps.

In summary the Authority was expected to receive a total grant, including Business Rate Contributions, of £9,128k. The Revenue Support Grant and Business Rate Contributions represented £6,808k of this total. This was a reduction of £553k over the grant received in 2017/18, equivalent to 7.5%.

The budget has been prepared for the medium term after making a number of assumptions, which were;

- A 1.9% increase in Council Tax for 2018/19,
- Non pay inflation will be 1%.

In discussion issues raised included:

- Whether only having a figure of 1% for pay inflation was prudent and whether greater provision should be made in case the final settlement was higher. In response the suggestion was that if Band D monies came in at a higher value, that this could be held to offset any pay settlement inflationary pressures.
- Linked to the above question regarding the pension liabilities if the 1% was exceeded, it was explained that these would be negligible. It was confirmed that there would be no additional money from Government for a higher pay settlement and any shortfall would have to be from savings in other areas. Cambridgeshire being a growth County helped with such pressures, as other fire authorities in low growth areas would be in a worse position to respond to such pressures.
- There was a query on what revenue opportunities there were in selling on older fire appliances to countries in Africa to help finance the cost of new vehicles. In response it was explained that the sell on value was negligible with an average sell on price of £3k for a vehicle that would have cost £250k when purchased new.
- It was confirmed that Band D properties included new properties with the district councils providing an estimate of the number of new homes expected to come on stream in the year ahead. It was explained that currently the Service was undertaking an exercise on the retention by district councils of additional Band D money received from properties coming on stream during the year as there could be a case for them releasing some of this additional income to partner authorities.
- Page 19 – Cambridge - reconstruction of dormitories – explanation requested for £120k proposed spend for 2018/19 – it was explained this was to enhance all the dormitories so they were all individual units (everyone had their private space) which had been welcomed across the Service.
- Page 19 – spend on St Ives replacement capital items – it was explained in answer to a question that a decision on this investment spend would be taken nearer the time.
- Page 32 - in querying the figure of non-pay inflation being shown as 1% which was clearly now an underestimate the Officers were asked if they were going to adjust the figure to a more realistic estimate in the final version of the budget to be presented to the Fire Authority. It was

explained that most non-pay inflation was discretionary spend and so would be constrained within the budget to the money that was then available. The Member requested that text was added to the final version to make clear that individual budgets would be cut to limit inflation pressures. The Officer undertook to make the change **Action: M Warren**

It was resolved:

To endorse the draft Budget and approve that the Service consults on the proposed precept increase (attached at Appendix 1 to the Officer's report).

#### **34. CAMBRIDGESHIRE FIRE AND RESCUE SERVICE PROBATION POLICY**

This report provided an update on the work undertaken to revise the Probation Policy (attached as Appendix 1 to the report) and supporting toolkit (attached at Appendix 2), and sought the Committee's approval to both documents.

The draft revised Policy was first presented to the Committee last December. At that time, it was still subject to consultation with representative bodies. The Committee requested that the consultation should be completed before seeking approval to the revised policy and that at the same time the management toolkit to accompany the draft policy should also be completed and presented. It was confirmed that the representative bodies had agreed in writing the draft Policy.

The background to the revision exercise was that the current Probation Policy had only applied to support staff. While any probation issues for operational staff had been managed in accordance with the principles of the published Policy, to ensure maximum clarity and transparency, it was considered appropriate that the Policy should be re-drafted to explicitly apply to all employees.

Issues raised in discussion included

- Clarification of the definition of 'reasonableness' as used in the Policy. It was explained that this depended on the circumstances and the need to ensure a fair and transparent process was in place to ensure employees were where they needed to be and that if further action was required, it was undertaken in a fair and consistent manner in accordance with the principles set out in the Policy.
- In reply to a question on whether the Monitoring Officer had been consulted on the contents, it was confirmed that she had and endorsed the contents.
- Page 56 - with reference to the fifth paragraph under the heading 'Policy Statement and Scope' one Member highlighted that the current wording was confusing and needed to be redrafted to make it clear that the

reference to advertised vacancies referred to internal, advertised vacancies. **Action: Redraft section for clarity. (Sam Smith)**

- Whether with respect to the new toolkit, there was to be a training programme for managers in its use? In response it was confirmed that the HR team would be providing close support, especially as there were a number of new managers in order to help them understand their responsibilities and ensure they correctly implemented the Policy using the toolkit.
- In reply to a query on how the Policy would be reviewed for effectiveness, while it was not the intention for there to be an annual review, it would be closely monitored in the first 12 months.

It was resolved:

- a) to approve the draft probation policy attached at Appendix 1 to the report.
- b) To note the contents of the accompanying management toolkit at Appendix 2 to the report.

### **35. EQUALITY AND INCLUSION COMPLIANCE REPORT 2016-17 (INCORPORATING GENDER PAY GAP)**

This report provided details about equality progress in the year 2016-17 and the gender pay gap as at March 2017 to ensure compliance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

The key priorities identified was the action being taken to achieve a more diverse workforce and the continuing work to improve the workplace culture to ensure all employees felt valued.

On workforce diversity there had been improvements in terms of gender diversity and ensuring there were no barriers to prevent women applying to be firefighters.

The progress in recruiting more people from an ethnic background was slower with steps being taken to analyse successful recruitment initiatives operated by the police and other fire and rescue services and to adopt appropriate best practice approaches where applicable.

In terms of:

- the culture of the organisation - the team had been quick to identify and address banter that was unacceptable to ensure an appropriate internal culture.
- sexual harassment – there were still some areas where unacceptable behaviour had been reported.

- bullying was at a higher level than had been expected but only involved isolated incidents and therefore more work still required to be undertaken in this area.

In terms of the overall gender pay gap this was lower than the national average with this being the first year this information would be published on both the Service website and the Government website.

In debate the following issues were raised:

- The Officers were congratulated on an excellent report.
- Disappointment was expressed by one Member on the progress regarding recruitment of both women and people from ethnic minority communities and she asked what could be done to improve it and whether Committee Members could assist. She made the further point that a white male firefighter service potentially limited the amount of preventative and home visit work that could be undertaken. Officers in response also expressed their disappointment with current progress and as a result, had presented a business case for more dedicated resource to tackle the issues, which Chief Officers had agreed. This would include bringing in more marketing expertise. A specific piece of work was being undertaken to engage with minority communities.
- A question was raised on whether a recruitment update report should be considered on a greater frequency than once a year, as recruitment was undertaken throughout the year.
- While a dedicated additional resource was welcomed, the comment was made that it was hoped that this would involve a fresh approach to recruiting from minority communities. One of the traditional approaches of engagement by making contact with elders in Mosques tended to bypass younger people. Following up on this Councillor Jamil highlighted that there was still a perceived problem of racism associated with the fire services that needed to be addressed in the same way the police were dealing with the issue. He suggested targeting recruitment at places like gyms, schools and colleges in order to attract a younger demographic. It was explained that there was a recruitment programme undertaken targeted at schools, colleges and community events in both Cambridge (such as the Cambridge Pride event) and in Peterborough.
- As it was clarified in response to a question that there was only one Member on the Inclusion and Equality Board it was suggested that there needed to be greater representation. As Councillor Jamil was happy to volunteer, the Committee supported the nomination of Councillor Jamil to serve as an additional nomination on the Board. **Deb Thompson to action.**
- Page 21 - with reference to the diversity of leavers statistics a question was raised regarding whether more information should be provided on

the reasons for leaving and further to this the question was raised on whether exit interviews were carried out. In response it was explained that most resignations were the result of moving to other jobs with it being confirmed that exit interviews were undertaken and any trends were reported back to senior officers. The main reason was more attractive pay in other employment areas for example, fire fighters leaving the Service to become train drivers as the pay was so much higher.

It was resolved:

- a) to agree the attached report and recommend its content to the Fire Authority including the recommendations on page 35 in respect of the Gender Pay Gap Report.
- b) To agree to receive an update report on progress on diversity recruitment at either the July or September meeting.
- c) That the Report be published on the website in advance of the Fire Authority meeting.

### **36. JOINT PROPERTY STRUCTURE PROPOSAL**

One of the key measures of the Policing and Crime Act 2017 was the creation of a statutory duty to collaborate, which covered police, fire and ambulance services. Since late 2016 the Service has been in discussions with the Constabulary to explore the possibility of creating one property team to provide a service across both organisations. This report presented an outline of the initial plans for a joint property structure with Cambridgeshire Constabulary.

The main objective of the collaboration was to provide an improved service with greater resilience across the combined estate with the expectation of savings across the two organisations. To further assist, a full review of the property teams was being undertaken in order to understand how they might be merged effectively to create a resilient, single team of skilled professionals working across the entire property portfolio without duplication of effort.

A full business case, including potential options for creating a merged team, was to be presented to the Fire Authority and the Police and Crime Commissioner in February 2018.

It was resolved:

to note the contents of this report and endorse plans to develop a business case for presentation to Fire Authority.

### **37. CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY RESPONSE TO GOVERNMENT CONSULTATION - ENABLING POLICE AND CRIME COMMISSIONERS TO SIT AND VOTE ON COMBINED FIRE AND RESCUE**

On 27 November 2017, the Government published a consultation paper seeking views on the proposal to vary the combination schemes of Fire and Rescue Authorities (FRAs) established under section 2 or continued in existence under section 4 of the Fire and Rescue Services Act 2004 (the 2004 Act) to implement the 'representation model' of the Policing and Crime Act 2017 (the 2017 Act). The intention was to enable Police and Crime Commissioners (PCCs) to become a fire and rescue authority where a local case was made and it appeared to the Home Secretary to be in the interests of economy, efficiency and effectiveness or public safety.

To encourage greater collaboration in areas where a PCC does not take on responsibility for local fire and rescue services, the 2017 Act also enables a PCC to be represented on the FRA (outside London) with voting rights, where the FRA agrees (the representation model).

The consultation focused on applying the representation model provisions to Combined FRAs only and as an affected stakeholder to the consultation, which comprised three questions, the following response detailed in section 5.1 and detailed below was recommended to the Committee;

**Question 1:** *Do you agree with the proposed amendments to the combination schemes of Fire and Rescue Authorities (FRAs) established or continued in existence under sections 2 and 4 of the 2004 Fire and Rescue Services Act as stated in the proposal above to implement the 'representation model' of the 2017 Act?*

**Answer:** *Yes (negates an answer to Question 2).*

**Question 3:** *Please state below if you have any other comments:*

*This Authority would welcome clarity on how political proportionality is to be balanced and managed should the representation model be adopted.*

While the proposal for the PCC to become a full member on the Authority (in the same capacity as other elected Members appointed by the constituent councils) could be agreed in principle, the above still required greater clarity as political proportionality might come into play as the PCC had been elected on a political party ticket. The legal issue on the potential changes to political proportionality was still being reviewed by Officers.

It was resolved:

- a) to agree in principle to the response at paragraph 5.1 of the report.
- b) to delegate to the Monitoring Officer completion and submission of the consultation response before the closing date of 15<sup>th</sup> January 2018.

This report provided the Committee with an update on revenue and capital spending as at 30<sup>th</sup> November 2017 with a budget summary showing the main variations to the end of August attached as Appendix 1 to the report.

On revenue expenditure areas highlighted included the following:

- To the end of November 2017, the Service was above the budgeted establishment for firefighters due to the recruitment undertaken in September. The current underspend against the training budget would be spent on the training of these new recruits.
- The premises budget was currently underspent by £274k. This was expected to reduce by the end of the financial year as property maintenance work was completed and the winter energy bills were received and paid. The Service was receiving business rate refunds from a review of the rateable values of service properties which was also contributing to the current underspend.
- The supplies and services budget was showing an underspend of £448k. The underspend largely related to IT and communication equipment as the Service was awaiting invoices from the Home Office for Airwave charges.
- The overspend of car and cycle allowances related to firefighters outreach community work.
- The trend of underspending was continuing against the On-Call budget.

On the Capital programme it was highlighted:

- That in the current year 47 vehicles had been purchased including three new fire appliances.

It was resolved;

To note the position on revenue and capital spending.

### **39. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME**

The Committee work programme was noted.

Additions to be included:

Shared Services IT Report update to either January or the April meeting.

**Action: Deb Thompson**

To add to January: Update on Report on Independent Review **Action: Deb Thompson.**



With reference to the recent invites sent out for the Committee for 2018/19 which were on different days of the week, there was a request from the Chairman endorsed by the Committee that they should be rescheduled for Thursdays in line with previous years. **Action: Dawn Cave Democratic Services.**

**40. DATE OF NEXT MEETING – 10.30 A.M. THURSDAY 25<sup>th</sup> JANUARY 2018  
AT SERVICE HEADQUARTERS HUNTINGDON**

Chairman  
25<sup>th</sup> January  
2018



FIRE AUTHORITY  
POLICY AND  
RESOURCES  
COMMITTEE

Minutes - Action Log

This is the updated action log as at 16<sup>th</sup> January 2018 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

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

	<b>MINUTES FROM THE 14<sup>th</sup> DECEMBER COMMITTEE 2017</b>				
<b><u>Minute No.</u></b>	<b><u>Report Title</u></b>	<b><u>Action to be taken by</u></b>	<b><u>Action</u></b>	<b><u>Comments</u></b>	<b><u>Status</u></b>
32.	<b>ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT</b>	John Fagg / Deb Thompson to programme.	a) <b>Consultation Exercise, there was a request for a report should come back to the Committee.</b>	Added to 26/07/18 agenda.	<b>Action completed</b>
32.	<b>ANNUAL REVIEW OF THE OPERATION OF THE ICT SHARED SERVICE AGREEMENT</b>	John Fagg / Deb Thompson	b) <b>Current constraints – aligning the pay structures with Bedfordshire.</b> The Chairman to assist by meeting with his opposite number in Bedfordshire to try to move things on, <b>Action Officers to provide Chairman with appropriate contact details.</b>	The Bedfordshire Chairwoman will not be available until February 2018.	<b>Action ongoing</b>
33.	<b>FIRE AUTHORITY BUDGET 2018-19</b>	Matthew Warren	<b>The Deputy Chief Executive undertook to provide the final B and D figure to Members when finalised.</b>	Addressed in Fire Authority Budget report included on the current agenda at item 5.	<b>Action completed</b>
34.	<b>CAMBRIDGESHIRE FIRE AND RESCUE SERVICE PROBATION POLICY</b>	Sam Smith	<b>Page 56 - fifth paragraph under the heading ‘Policy Statement and Scope’ required redrafting to make it clear that the reference to advertised vacancies referred to internal, advertised vacancies.</b>	The section has been redrafted as requested.	<b>Action completed</b>

35.	<b>EQUALITY AND INCLUSION COMPLIANCE REPORT 2016-17 (INCORPORATING GENDER PAY GAP)</b>	Deb Thompson	<b>The Committee supported the nomination of Councillor Jamil to serve as an additional nomination on the Inclusion and Equality Board.</b>	Councillor Jamil has been invited and has accepted the invitation to attend the next Inclusion Steering Group meeting scheduled for 24/01/18.	<b>Action completed</b>
39.	<b>POLICY AND RESOURCES COMMITTEE WORK PROGRAMME</b>	<p>Deb Thompson</p> <p>Deb Thompson</p> <p>Dawn Cave</p>	<p>Additions to be included:</p> <p>a) Shared Services IT Report update to either January or the April meeting.</p> <p>b) To add to January: Update on Report on Independent Review and decision of Government on merger with Police Authority</p> <p>c) The Committee requested that the meetings for 2018- 19 which have been scheduled for Tuesdays should be re-scheduled for Thursdays in the same week (where possible) in line with custom and practice of the last few years.</p>	<p><b>a)</b> Completed and added update to work programme for meeting on 26/07/18 (see also Minute 32 above).</p> <p><b>b)</b> It is not now expected that the outcome will be known until at least early February 2018.</p> <p><b>c)</b> <b>Four dates affected. The Committee is asked to agree to the following changes;</b></p> <ul style="list-style-type: none"> <li>• <b>Thursday 4<sup>th</sup> October 2018 to replace Tuesday 25<sup>th</sup> September 2018</b></li> <li>• <b>Thursday 20<sup>th</sup> December 2018 to</b></li> </ul>	<p><b>Action completed</b></p> <p><b>Committee to consider and agree proposed changes at the January Committee meeting.</b></p>

				<p>replace Tuesday 18<sup>th</sup> December 2018</p> <ul style="list-style-type: none"><li>• Thursday 31<sup>st</sup> January 2019 to replace Tuesday 29<sup>th</sup> January 2019</li><li>• Thursday 25<sup>th</sup> April to replace Tuesday 23<sup>rd</sup> April 20198</li></ul>	

**TO:** Policy and Resources Committee

**FROM:** Deputy Chief Executive - Matthew Warren

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

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 25 January 2018

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## **FIRE AUTHORITY BUDGET 2018/19**

### **1. Purpose**

- 1.1 The purpose of this report is to present the Policy and Resources Committee with the proposed budget and precept for 2018/19 for endorsement.

### **2. Recommendation**

- 2.1 The Policy and Resources Committee is asked to review the budget book attached at Appendix 1 and endorse the recommendations detailed on page 17 within it.

### **3. Risk Assessment**

- 3.1 **Economic/Political** – as a result of the Government cuts, there continues to be pressure on the budget and this will become more challenging through the comprehensive spending review period. The budget will need to be set at a level that meets the cuts and keeps council tax increases within defined capping limits.

### **4. Background**

- 4.1 The Draft Revenue Support Grant (RSG) settlement was received on 19 December 2017. The settlement was announced after the December meeting of the Policy and Resources Committee, where a draft budget was presented. The significant change to funding that was announced as part of the settlement was in respect of the council tax referendum limit increasing to 3% from 2%.
- 4.2 The draft budget presented in December 2017 and the budget attached assumes a 2% in council tax. However for the purpose of consultation, the Fire Authority has consulted on an increase up to the 3% threshold. An update on the consultation feedback will be presented at the meeting.

- 4.3 The budget attached assumes that there will be no further changes to the settlement figures when the final settlement is received.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Estimates 2018/19	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>
Policy and Resources Committee Minutes December 2017	HQ Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>





CAMBRIDGESHIRE  
& PETERBOROUGH  
**FIRE AUTHORITY**

## **BUDGET BOOK 2018/19**

### **CONTENTS**

[Budget Overview](#)

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[Recommendations](#)

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[Appendix 2 – Revenue Budget – Subjective Analysis](#)

## **Budget Overview**

### **Background**

The funding formula for 2018/19 contains:

- Revenue Support Grant; and
- Baseline Funding (Business Rates);

### **Revenue Support Grant**

The Revenue Support Grant has been reduced by £1.440 million, over that received in 2017/18. This is in keeping with the Government Strategy that will see all Local Government receive no Revenue Support Grant past this Comprehensive Spending Review period.

### **Localised Business Rates**

All single purpose fire and rescue authorities are funded through a two percent share of each district or unitary council's business rates income and topped up by central government. A safety net and tariff/top-up is applied to this funding to ensure no service makes excess gains or losses through this funding. The funding for Cambridgeshire Fire was impacted by a top up adjustment of £2.320m through this adjustment mechanism. This top-up offset the loss of Revenue Support Grant.

### **Comprehensive Spending Review (CSR) – pressures and savings**

The most recent CSR, which takes us to 2019/20, presents significant financial challenges for the Authority. Grant cuts along with inflationary pressures will result in a total pressure of £3.870 million. There are also pressures from a mandated apprenticeship levy and increased business rates.

The Service established a project which has focussed on making cost savings to balance the budget over the four year period. This is now forecast to be achieved, these savings, when taken alongside increases in Band D tax base and a 1.9% increase in council tax, enables us to achieve a balanced budget for 2018/19.

### **What does it mean?**

In summary the Authority will receive a total grant, including Business Rate Contributions, of £9,106k.

The Revenue Support Grant and Business Rate Contributions represent £6,786k of this total. This is a reduction of £575k over the grant received in 2017/18, equivalent to 7.8%.

The budget has been prepared for the medium term after making a number of assumptions, which are:

- A 1.9% increase in Council Tax for 2018/19;
- Non pay inflation will be 1%

The detailed medium term estimates for the next five financial years, as shown on page 4, include assumptions on the current Comprehensive Spending Review.

## The Budget Build-up: Revenue Expenditure

The budget is built using the input of each budget holder; each budget is reviewed and amended at specific budget holder and finance meetings. The information from each group is then consolidated into the final budget.

### Summary of Revenue Expenditure

2017/18 Budget £000		2018/19 Budget £000
	<b>Expenditure</b>	
21,763	Employees	22,341
1,401	Premises	1,401
4,437	Supplies and Services	4,456
438	Transport	453
143	Agency Costs	145
1,577	Capital Financing	1,242
<b>29,759</b>	<b>Total Expenditure</b>	<b>30,038</b>
<b>-1,772</b>	<b>Income</b>	<b>-1,870</b>
<b>27,987</b>	<b>Net Expenditure</b>	<b>28,168</b>

Attached at Appendix 2 is a detailed expenditure forecast.

### Inflation

The anticipated costs of inflation between 2017/18 and 2018/19 are £639k, an average of 2.3%.

Pay awards for employees is forecast at 2%.

## Financing the Budget

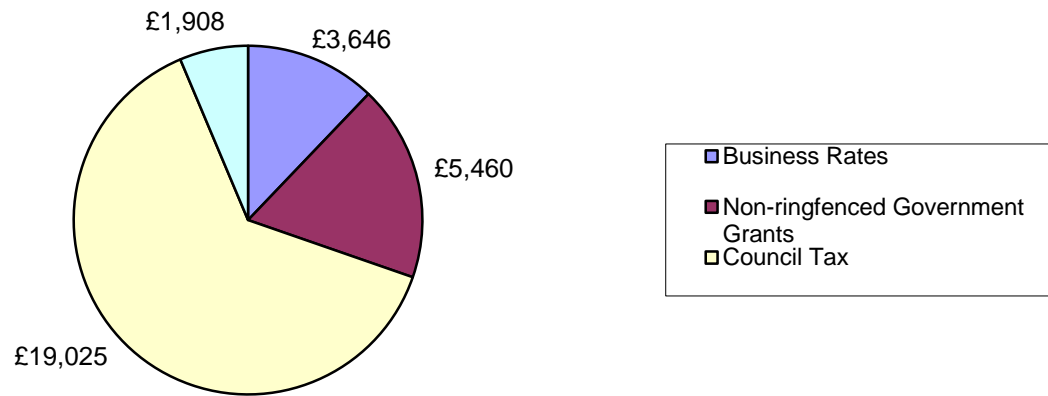
	£'000	%
<b>Adjusted Budget 2017/18</b>	<b>27,987</b>	
Inflation and Pressures	630	2.3
Budget Variations	82	0.3
Service pressures/efficiencies	-532	-1.9
<b>Budget Requirement 2018/19</b>	<b>28,167</b>	
Less:		
Transfer from reserves	-36	
Revenue Support Grant & NNDR	-9,106	
<b>Recommended Precept 2018/19</b>	<b>19,025</b>	

The following page shows the medium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2018/19 to 2019/20.

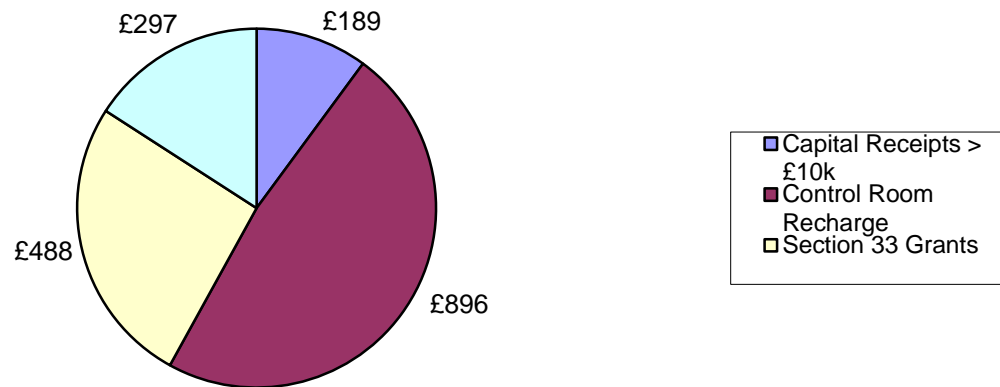
# Appendix 1

	Estimate 2018/19	
	£'000	Incr. %
<b>Budget (previous year)</b>	<b>27,987</b>	
Wholetime Firefighters Pay	305	
Retained Firefighters Pay	67	
Fire Control Pay	41	
Local Government Employees Pay (LGEs)	113	
Insurance	42	
Other Price inflation	62	
<b>Inflation</b>	<b>630</b>	<b>2.3%</b>
LGE Staff	104	
Control Room Staff	-9	
Firefighters	-90	
Operational Activity	17	
Capital Charges	-5	
Other	65	
<b>Budget Variations</b>	<b>82</b>	<b>0.3%</b>
<b>Service Pressures/Efficiency Savings</b>		
Budget Holder Savings	-532	-1.9%
<b>Service Pressures/Efficiency Savings</b>	<b>-532</b>	<b>-1.9%</b>
<b>Budget Requirement</b>	<b>28,167</b>	<b>0.6%</b>
<b>Less:</b>		
RSG	-3,140	
Top-up Grant	-2,320	
National Non-domestic Rates	-3,646	
Transfer from reserves	-36	
<b>Fire Authority Precept</b>	<b>19,025</b>	
<b>Tax Base</b>	<b>279,610</b>	
<b>Band D Tax</b>	<b>£68.04</b>	
<b>Year on Year Increase</b>	<b>1.89%</b>	

**How we are funded (£'000)**



**Analysis of other income (£'000)**



### **The Budget Build-up: Capital Expenditure**

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable.

The Capital Budget for 2018/19 amounts to £3.253m and is summarised below:

<b>Schemes</b>	<b>£'000</b>
Vehicles including Fire Appliances	1,435
Property Schemes	1,205
Operational Equipment	263
IT and Communications	350
<b>Total Expenditure</b>	<b>3,253</b>

A schedule setting out the medium term capital programme for 2018/19 to 2021/22 is shown on the next page.

The Capital Programme has been prepared after considering the Authority's Asset Management Plan.

The revenue budget accounts for the financing costs of the schemes in 2018/19 and future years.

A summary of how the Capital Programme will be financed is shown below:

	<b>£'000</b>
Capital Receipts	286
Revenue Contribution	972
Transfer from reserves	1,995
<b>Total Financing</b>	<b>3,253</b>

## DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>CAPITAL EXPENDITURE</b> (details – Appendix 3)				
Vehicle Replacement Programme	1,435	1,176	1,843	1,447
Equipment	263	314	209	272
Property Maintenance & Land	1,205	1,210	500	500
IT & Communications	350	350	350	350
<b>TOTAL EXPENDITURE</b>	<b>3,253</b>	<b>3,050</b>	<b>2,902</b>	<b>2,569</b>
<b>FINANCED BY:</b>				
Loan	-	-	561	1,238
Capital Receipts	286	201	409	333
Revenue Contribution to Capital Outlay (RCCO)	972	909	1,106	998
Transfer from Reserves	1,995	1,940	826	0
Capital Grants	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>3,253</b>	<b>3,050</b>	<b>2,902</b>	<b>2,569</b>

## **Treasury Management Strategy Statement**

The Local Government Act 2003 (The Act), supporting regulations and CLG Guidance require the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

CIPFAs Code of Practice on Treasury Management has been adopted by this Authority. This strategy statement has been prepared in accordance with the Code.

The Overview and Scrutiny Committee has responsibility to ensure the effective scrutiny of the Treasury Management Policy (TMP) and strategies and will be provided with update reports during the year. As a minimum a mid-year report will be presented.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; this sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The suggested strategy for 2018/19 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

- The current treasury position;

- Prospects for interest rates;
- Treasury limits in force which will limit the treasury risk and activities of the Authority including Prudential and Treasury Indicators;
- The borrowing strategy;
- The Minimum Revenue Provision;
- The investment strategy;
- The credit worthiness policy;
- Policy on the use of external service providers.

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Authority to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This therefore means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure and;
- any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Authority for the foreseeable future.



## Appendix 1

It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Authority to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. The Authorised Limit represents the legislative limit specified in the act.

The Authority must have regard to the Prudential Code when setting the Authorised Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and in particular, that the impact upon its future Authority tax levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The authorised limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

The following Prudential and Treasury Indicators are relevant for the purposes of setting an integrated treasury management strategy.

	2018/19 £m	2019/20 £m	2020/21 £m
Affordable Borrowing Limit			
Total Budget excl. capital	26.925	27.206	27.615
Total Budget incl. capital	28.167	28.380	28.995
Difference	1.242	1.174	1.380
Band D Impact	£4.44	£4.16	£4.84
Band D Authority Tax	£68.04	£69.39	£70.74
Band D Increase	£1.26	£1.35	£1.35

	2018/19 £m	2019/20 £m	2020/21 £m
Capital Requirement	3.901	3.777	3.659
Operational Boundary	3.333	3.333	3.334
Authorised Limit	4.833	4.833	4.834
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	Upper Limit	Lower Limit
Maturity Structure of new Fixed Rate borrowing in 2018/19:		
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

## Appendix 1

The Authority's current portfolio position at 31/12/17 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
<b>Gross Debt</b>		<b>3.200</b>	
Total Investments		16.298	
<b>Net Investment</b>		<b>13.100</b>	

The anticipated borrowing requirements of the Authority are detailed below:

	2018/19 £m	2018/19 £m	2019/20 £m	2020/21 £m
New Borrowing	0	0	0	0.561
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
<b>Total</b>	0	0	0	0.561

The Authority has appointed Link Asset Services, as treasury adviser to the Authority and part of their service is to assist the Authority to formulate a view on interest rates. The following gives the Sector central view.

Sector Bank Rate Forecasts for financial year ends (March)

- 2017/ 2018 0.50%
- 2018/ 2019 0.75%
- 2019/ 2020 1.00%
- 2020/ 2021 1.25%

In the longer term PWLB 50 year rates are expected to remain at 2.7% until March 2018 before rising gently until it reaches 3.0% in March 2019. The 25 year rate is expected to remain at 2.9% until March 2018 and rise further reaching 3.1% by March 2019. The 5 year rates are expected to remain at 1.6% until March 2018 then to gradually rise to reach 1.8% by March 2019.

Link Asset Services undertook its last review of interest rate forecasts on 7 November after the quarterly Bank of England Inflation Report and MPC meeting. As expected, the MPC policy raised Bank Rate by 0.25% to 0.50%. The MPC also gave forward guidance that they expected to raise Bank Rate by 0.25% only twice more in the next two years to reach 1.0% by 2020. This was very much in line with previous guidance that Bank Rate would only go up very gradually and to a limited extent. The overall balance of risks to economic recovery in the UK is probably currently to the downside due to the uncertainties around Brexit; however, given those uncertainties, there is a wide diversity of possible outcomes for the strength of economic growth and inflation, and the corresponding speed with which Bank Rate could go up.

## Prospects for Interest Rates

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### **Borrowing Strategy**

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt, as cash supporting the reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is high.

This Authority's total investments exceed gross debt with net investments of £13,100m. The general aim of this treasury management strategy is to reduce this total over the next three years in order to reduce the credit risk incurred by holding investments. Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast caution will be adopted with the 2018/19 treasury operations - the aim will be to minimize debt interest costs. The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums

borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds. Borrowing in advance of need will only be undertaken where there is a clear business case for doing so for the current capital programme or to finance future debt maturities.

## **Investment Policy**

The Authority will have regard to the DCLG's Guidance on Local Government Investments, ("The Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, ("the CIPFA TM Code"). The Authority's investment priorities are:

- the security of capital;
- the liquidity of its investments.

The Authority will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Authority is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Authority will not engage in such activity.

Investment instruments used in the financial year will be selected in accordance with the Treasury Management Policy and advice from the Authority's treasury advisors. Counterparty limits will be as set through the Authority's Treasury Management Policy.

## **Creditworthiness Policy**

This Authority uses the creditworthiness service provided by Sector Treasury Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- credit default swap (CDS) spreads, to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Authority to determine the duration for investments and are therefore referred to as durational bands. The Authority is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Authority would not be able to replicate using in house resources.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

All credit ratings will be monitored regularly and always before an investment is made. The Authority is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn as soon as is possible.
- In addition to the use of Credit Ratings the Authority will be advised of information in movements in CDS against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

The Authority will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings, (or equivalent from other agencies if Fitch does not provide).

## **Investments Strategy**

Bank Rate was increased to 0.50% in November 2017 and is expected to remain at 0.50% in Quarter 4 of 2018.

Owing to the low returns on investments reserves will be used to finance future capital expenditure, rather than taking out further loans, thereby securing future savings by reducing the requirement for debt financing.

At the end of the financial year, the Authority will report on its investment activity as part of its annual Treasury Report.

## **Treasury Management Consultants**

The Authority uses Sector Treasury Services as its external treasury management advisers.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

**Scheme of Delegation and Role of Section 151 Officer**

This Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Resources Committee. The execution and administration of treasury management decisions is delegated to its Treasurer who will act in accordance with the organisation's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

This organisation nominates the Resources Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

**Minimum Revenue Provision Policy Statement**

The Authority is required to pay off an element of its accumulated capital spend each year through a revenue charge. This is called the minimum revenue provision.

The Authority implemented CLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2018/19 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2018/19 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2018 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

## **Chief Financial Officer's Statement**

### **Statutory Declarations**

#### **Chief Financial Officer's Statement**

Section 25 of the Local Government Act 2003 requires that an Authority's Chief Financial Officer reports to the Authority when it is considering its budget and Authority tax. The report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals, so that Members will have authoritative advice available to them when they make their decisions.

Section 25 also requires members to have regard to the report in making their decisions.

#### **Robustness of Estimates**

The budget process has involved members, the Senior Management Team and all budget holders within the Service. The finance team has assisted all budget holders in a thorough scrutiny and challenge of the budget recommended to the Authority.

The Budget Book details and explains all Service pressures, as well as identifying areas for savings. These pressures and savings have been incorporated into the Medium Term Financial Plan.

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. It is anticipated that these risks can be managed using contingencies and, if necessary, reserves. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been subject to extensive consultation. A press release was sent to all media outlets in Cambridgeshire. The news release was also published on the Authority's website with details of how comments on the budget proposals could be made.

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2018/19.

### Adequacy of Reserves

CIPFA has published a Guidance Note on Local Authority Reserves and Balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use.

Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending.

At 31 March 2017, the Authority's usable General Reserve balance was £2,423k, representing 8.6% of net revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Community Safety Reserve to allow for the continuation of the Home Smoke Alarm Initiative, and an On-call Operations Reserve to provide for any non-controllable changes in the year, relating to on-call operations.

The Property Development Reserve is currently £11,734k. The current rate of return on cash investments is poor and it would therefore be prudent to review property requirements. There are already plans in place to fund the approved capital programme in relation to property, from reserves. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

A Community Safety Reserve of £200k will be managed as a fund on behalf of the Authority. Release of funds will be subject to a successful bidding process made by partner organisations. Any bid will have to meet success criteria that will be based around community risk reduction.

The On-call Reserve of £975k is being maintained at this level. This will allow release of revenue but provides for any non-controllable changes in the year, relating to on-call operations, to be financed from this reserve.

The level of reserves is important, not only for the budget 2018/19 but also in formulating the Medium Term Financial Strategy.

In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.



**Proposed Recommendations**

1. That approval is given to a Fire Authority budget requirement of £28,167,000.
2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £19,025,000.
3. That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (278,510):

Band	Authority Tax	Band	Authority Tax
A	£45.36	E	£83.16
B	£52.92	F	£98.28
C	£60.48	G	£113.40
D	£68.04	H	£136.08

4. That approval is given to the Prudential and Treasury Indicators as set out on page 9.
5. That approval is given to the Treasury Management Strategy Statement on pages 8 to 13.
6. That approval is given to the Capital Programme detailed at page 6.
7. That approval is given to the MRP Policy Statement detailed at page 14.

## DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22

	2018/19		2019/20		2020/21		2021/22	
	No	£'00	No	£'00	No	£'00	No	£'000
	.	0	.	0	.	0	.	£'000
<b>Vehicle Replacement Programme</b>								
Water Tender	-	-	3	705	3	705	3	705
Aerial Appliance	1	800	-	-	-	-	-	-
Service Vehicles (Cars)	31	564	17	429	28	499	34	671
Small/Derived Van	2	25	-	-	12	133	2	25
Medium Van's	-	-	2	36	5	90	-	-
Large Van	2	46	-	-	2	46	2	46
Personnel Carrier/MPV	-	-	-	-	1	25	-	-
Rescue Vehicle	-	-	-	-	2	110	-	-
Foam Water Carrier	-	-	-	-	-	-	-	-
Command Support Unit	-	-	-	-	1	235	-	-
<b>Total Vehicle Replacement Programme</b>	<b>36</b>	<b>1,435</b>	<b>23</b>	<b>1,176</b>	<b>54</b>	<b>1,843</b>	<b>41</b>	<b>1,447</b>
<b>Equipment</b>								
Heavy Duty Combi's	10	150	15	225	6	90	11	165
Appliance Ladders	-	-	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	-	-	-	-
BA Compressors (Small)	-	-	-	-	-	-	-	-
New workshop ramp	-	-	-	-	1	12	-	-
MARS units	-	-	-	-	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	-	-	-	-
LPP's (Light Portable Pumps)	-	-	-	-	3	18	3	18
Airbags	15	46	-	-	-	-	-	-
Defibrillators	-	-	-	-	-	-	-	-
<b>Total Equipment</b>	<b>39</b>	<b>263</b>	<b>32</b>	<b>314</b>	<b>27</b>	<b>209</b>	<b>31</b>	<b>272</b>

## DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22 (Cont.)

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<b>Property Maintenance &amp; Land</b>				
Cottenham-Re-surfacing	-	35	-	-
Dogsthorpe-Reroofing appliance bay	-	100	-	-
Dogsthorpe-Re-surfacing	-	85	-	-
Ely-Welfare facilities upgrade	75	-	-	-
Gamlingay-Re-surfacing	-	45	-	-
Kimbolton-Replacement drill tower	65	-	-	-
Linton-Replacement roofing	-	60	-	-
Littleport-Replacement drill tower	65	-	-	-
Ramsey-Re-surfacing	-	30	-	-
Sawtry-Extension to drill yard & car park	120	-	-	-
Sawtry-Replacement drill tower	65	-	-	-
Sawtry-Removal of tank room	-	25	-	-
Soham-Replacement drill tower	65	-	-	-
St Ives-Replacement heating boiler	-	50	-	-
St Ives-Replacement concrete drill tower	-	75	-	-
St Neots-Storage, gym (training)	120	-	-	-
Thorney-Replacement drill tower	65	-	-	-
Whittlesey-Replacement drill tower	65	-	-	-
Whittlesey- Re-surfacing	-	80	-	-
Wisbech-Smoke house	-	50	-	-
Various TBC	-	75	-	-
Contingency	500	500	500	500
<b>Total Property Maintenance &amp; Land</b>	<b>1,205</b>	<b>1,210</b>	<b>500</b>	<b>500</b>
<b>IT &amp; Communications</b>				
Essential system enhancements	350	350	350	350
<b>Total IT &amp; Communications</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>

2017/18		2018/19
£'000		£'000
	<b>Expenditure</b>	
15,648	Firefighters and Control Room Staff	15,997
5,653	Support Staff	5,871
408	Training	418
54	Other Staff Costs	55
<b>21,763</b>	<b>Total Employee Costs</b>	<b>22,341</b>
323	Repairs and Maintenance	325
263	Heating and Lighting	282
140	Cleaning Contract	155
675	Rents and Rates	639
<b>1,401</b>	<b>Total Premises Costs</b>	<b>1,401</b>
113	Office Equipment and Furniture and Fitting	116
763	IT Equipment	848
381	Clothing and Uniform	382
936	Communications	994
380	Mutual Protection	422
53	Subscriptions	62
32	Corporate Support	33
130	Community Safety	133
76	Fire Protection Expenses	78
114	Health and Safety	117
100	Members Fees	102
0	Fire Service College	0
68	Audit Fees	70
84	Legal Fees	86
217	Consultant Fees	222
45	Printing and Stationery	46

	Cont.....	
<b>2017/18</b>		<b>2018/19</b>
<b>£'000</b>		<b>£'000</b>
16	Postage	16
72	Travel and Subsistence	72
33	Advertising	34
119	Hydrants/BA Maintenance	122
375	Operational Equipment/Infrastructure	162
0	Authority Savings in advance	0
101	Project Delivery Costs	104
229	Other Supplies and Services	235
<b>4,437</b>	<b>Total Supplies and Services Costs</b>	<b>4,456</b>
65	Car Allowances	65
243	Petrol, Oil and Tyres	255
130	Repair and Maintenance of Vehicles	133
<b>438</b>	<b>Total Transport Costs</b>	<b>453</b>
121	Section 2 and 12 Charges	123
22	Service Level Agreements	22
<b>143</b>	<b>Total Agency Charges</b>	<b>145</b>
1,577	Capital Financing	1,242
<b>1,577</b>	<b>Total Capital Charges</b>	<b>1,242</b>
-236	Capital Receipts > £10k	-189
-831	Control Room Recharge	-896
-413	Section 33 Grants	-488
-292	Other Income	-297
<b>-1,772</b>	<b>Total Income</b>	<b>-1,870</b>
<b>27,987</b>	<b>Net Revenue Expenditure</b>	<b>28,168</b>



**TO:** Policy and Resources Committee

**FROM:** Assistant Chief Fire Officer (ACFO) - Rick Hylton

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**DATE:** 25 January 2018

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## **CONSULTATION RESPONSE – FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND**

### **1. Purpose**

- 1.1 To bring to the attention of the Policy and Resources Committee the Government consultation on the revised Fire and Rescue National Framework for England.

### **2. Recommendation**

- 2.1 The Policy and Resources Committee is invited to note the contents of the framework and approve the draft consultation response at Appendix 1.

### **3. Risk Assessment**

- 3.1 **Political** -.the Fire and Rescue National Framework for England sets out the Government's expectations for fire and rescue authorities in England. Failure from the Authority to have due regard to this document in setting policy and direction may lead central government to perceive a lack of political leadership and engagement.

### **4. Background**

- 4.1 This revision of the Fire and Rescue National Framework for England is being consulted upon by central government. The framework aims to provide an overall strategic direction and support to fire and rescue authorities. The revised document takes account of sector changes such as the introduction of the inspectorate and the creation of the National Fire Chiefs Council (NFCC). In addition the framework also reflects the provisions in the Policing and Crime Act 2017 on emergency services collaboration and changes to fire and rescue governance.
- 4.2 The revised framework consultation closes on 14 February 2018 with the expected publication of outcome(s) by Spring 2018.

## 5. Draft National Framework

- 5.1 The framework sets out the priorities and objectives for fire and rescue authorities namely to;
- **identify and assess the full range of foreseeable fire and rescue related risks their areas face,**
  - **make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents,**
  - **collaborate with emergency services and other local and national partners to increase efficiency and effectiveness of service provision,**
  - **be accountable to communities for the service they provide,**
  - **develop and maintain a workforce that is resilient, skilled, flexible and diverse.**
- 5.2 Within the Workforce Chapter (Chapter 6) the section on ‘re-engagement of senior officers post retirement’ has been added as a result of an earlier, separate consultation. This chapter includes the proposed wording following that consultation and no more changes to that section are planned as a result of this consultation process.
- 5.3 The revision contains at Annex A the revised ‘Protocol on Central Government Intervention Action for Fire and Rescue Authorities’. Section 23 of the Fire and Rescue Services Act (2004) requires that an intervention protocol be prepared and for the Secretary of State to have regard to it in exercising such powers. Government is required to consult upon this protocol and welcomes any comments that the Authority may have.
- 5.4 Further revisions to the framework that may be required as a result of the outputs of the Grenfell Tower Inquiry and the Independent Review of Building Regulations and Fire Safety will be considered in due course and subject to a separate consultation.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire and Rescue National Framework for England (Consultation)	Hinchingbrooke Cottage Brampton Road Huntingdon	ACFO Rick Hylton <a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a> 01480 444500



**Cambridgeshire and Peterborough Fire Authority**  
**Consultation Response**  
**Revised Fire and Rescue National Framework for England**

**General Comments**

The Authority welcomes the clarity and direction setting within the revised framework. It is equally reassuring to note that central government recognise that local solutions for local communities are best determined by those that represent these communities.

The Authority supports the view that central government has a strategic responsibility to ensure national resilience and the Authority acknowledges the key role it plays through the Strategic Resilience Board to ensure that gaps in capability are highlighted at the earliest opportunity to afford central government the opportunity to determine how these gaps are most effectively addressed.

The Authority accepts the responsibility for business continuity since the introduction of the current national framework; the Authority has demonstrated the suitability of these arrangements. The Authority notes that the revised framework places further expectations in relation to national resilience assets. Whilst the Authority understands and supports the need for this, given the complexity and training implications of these assets and with the workforce operating under a right to strike, this expectation may become difficult to locally assure without the support from central government.

The Authority supports the move towards an inspectorate model and the development of professional standard however it is important that any process balances the value that is received with the inevitable additional burden placed upon authorities.

The framework has a specific section on collaboration. The Authority is supportive of the recent Policing and Crime Act 2017 as it will undoubtedly assist to build upon our collaboration at a local level, by ensuring that the other two blue light services have a duty to collaborate with fire. Notwithstanding this, collaboration where it makes sense in the interest of public safety is at the core for fire service business. It is therefore questionable as to why this has a specific section; in turn the Authority would be keen to understand how this duty is being embedded within police and ambulance by central government.

**Specific Consultation Responses**

**Delivery of Core Functions:** This section is clear, specific and proportionate. The Authority welcomes the recognition of the role that fire plays in communities aside from the operational response and the specific reference to prevention being better

than cure is an important addition to the framework. The objectives laid out for fire and rescue services are both reasonable and importantly relevant. These align well with our local priorities set out within our Integrated Risk Management Plan.

The framework is clear in the expectation that fire authorities will focus resources in areas where life risk is at the greatest risk. The Authority is in agreement with this in principle however it is also important that fire and rescue services maintain flexibility to place resources against those areas that will provide the greatest value to local communities. It is also important that in terms of better regulation that compliance is a factor in the inspection equation and is reflected within the risk based audit programme.

### **Inspection, Accountability and Assurance**

As previously stated, the Authority welcomes the move back towards an independent inspection process for fire. It is important that the value received from the peer review process is retained, whilst enhancing the independence, assurance and learning that will be received from this new approach. Inevitably this process will come with additional pressures being placed upon local fire and rescue services. At a time when resources and budgets are constrained it will be important that this burden is balanced in terms of government receiving the assurance needed and local fire and rescue services receiving value in terms of improvement.

The areas of accountability and assurance are consistent with current practice and the Authority is supportive of this.

### **Governance**

This section is heavily focussed towards the governance model for an Authority that falls under a Police and Crime Commissioner; largely one would assume because the other models of fire governance are longer standing and more embedded whether this justifies this level of detail in a strategic document for all fire and rescue services operating under varied governance models is open to debate.

The Authority supports the view that the NFCC plays a central role advising and supporting both central government and local fire and rescue services. To date the funding of the NFCC is largely by fire and rescue services, who commit both financial and personal resource to this function. Whilst the Authority supports this approach it should be equally recognised by the Home Office as to the value it receives from such a function.

### **Value for Money**

The Authority is conscious of its responsibility to secure value for money in delivering a highly professional service. It supports the principles set out within the framework and will develop a mechanism for capturing and reporting its proposed efficiencies.

Reserves are an integral part of the Authority's medium term financial plan and will be used extensively over the period to enhance its asset portfolio. The Authority is fully supportive of the proposal to publish their reserve strategy.

## **Workforce**

The recognition within the framework of the challenges fire and rescue services face with regards to workforce reform is welcomed. It is the case that more needs to be done to encourage a workforce that is both representative of communities and one that is equipped with the skills required of a modern fire and rescue service.

Professional standards and nationally developed core progression coupled with positive action and changing perceptions of a career in the fire service are essential pieces of work that will take time. The challenge faced by fire and rescue services is delivering these cultural changes ahead of planned retirements. To this end, fire and rescue services need available to them all options that will enable a progressive transition that does not compromise public safety. The Authority notes the section in the national framework in relation to re engagement of senior officers. It is supportive of this principle but may need to utilise this at lower levels of the Service in the short term to facilitate workforce reform. The Authority notes the expectation of central government in the application of this and will ensure it adheres.

## **National Resilience**

As an area of national security and response it is right that responsibility for this rests with central government. The revised framework sets out clearly the responsibilities for fire and rescue authorities and the coordination required by NFCC to ensure optimal response and coordination arrangements. It is understandable and indeed essential to ensure that these arrangements are supported by effective business continuity arrangements. However it is felt that this is an unreasonable expectation to place upon local fire and rescue services given the contractual context of fire service employees without central government equipping them with the necessary legislative tools required.

## **Intervention Protocol**

The Authority notes this protocol and welcomes the transparency afforded. It is noted that whilst this protocol is required and the Secretary of State reserves the right to intervene, the process of intervention is a last resort and the Authority is supportive of the approach to work with a failing Authority in the first instance.



**TO:** Policy and Resources Committee

**FROM:** Area Commander Operational Support - Callum Faint

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**DATE:** 25 January 2018

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## **COMPREHENSIVE SPENDING REVIEW UPDATE**

### **1. Purpose**

- 1.1 To provide the Policy and Resources Committee with an update of activity completed and proposed actions with regard to the Comprehensive Spending Review (CSR) settlement.

### **2. Recommendation**

- 2.1 The Committee is asked to acknowledge the work undertaken and make comment as they deem appropriate.

### **3. Risk Assessment**

- 3.1 **Political** – the Government has now made fire and rescue services aware of the grant funding settlement for the period 2016 to 2020. This will see Cambridgeshire Fire and Rescue Service (CFRS) require a further total reduction of £2.85 million over that period. However known impactors have been considered (such as inflation and pay awards), making the required total saving £3.87 million. These savings will likely require a number of changes that will impact upon the Service, our staff and communities.
- 3.2 **Economic** – the total reduction in grant funding settlement and assumed costs (inflation and pay awards) is £3.87 million. This has now been confirmed by acceptance of the efficiencies plan submitted to the Home Office.
- 3.3 **Legal** –the Fire and Rescue Services Act (2004) and the Civil Contingencies Act (2004) places a number of requirements on the provision of a fire and rescue service, that service should be able to respond to, mitigate its effect, support actions and continue to provide a service should an emergency occur.

#### 4. Background

- 4.1 Table 1 below shows a breakdown of the savings required in each period of the four year CSR.

Table 1

Financial Year	2016/17	2017/18	2018/19	2019/20	Total
CSR Year	1	2	3	4	
Saving required	£1.2m	£1.44m	£0.755m	£0.475m	£3.87m

#### 5. Update of Activities

- 5.1 The project has been progressing well since the CSR was released by central government in 2015 and this report will provide the Committee with a brief overview of activities conducted to date.
- 5.2 The project team conducted a number of staff engagement events throughout 2016/17. This was to gain staff suggestions as to areas the Service could investigate potential savings and resulted in meeting with over 120 staff and harvesting 250 separate suggestions. Upon analysis, with duplications removed, this showed 71 areas for investigation.
- 5.3 In 2017/18 the project team re-visited staff through further engagement events to feedback progress on the CSR and the staff suggestions. The team ensured that where suggestions had not been progressed the rationale and information as to why, was shared.
- 5.4 The Service is pleased to advise the Committee that the CSR project has now identified the required level of savings for the current CSR period up to 2019/20 although it should be noted that this is based on the following financial assumptions;
- growth in Cambridgeshire and Peterborough continues as predicted,
  - the Authority agrees to proposed council tax precept increases,
  - any pay rises above 1% each year (as agreed by central government via a submitted and approved efficiency plan) will be found outside of the CSR project.
- 5.5 Table 2 shows the identified savings over each of the years covering this CSR period. Whilst Year 3 shows that we have not reached the required levels of savings, Year 4 savings cover this deficiency.

Table 2

Financial year	2016/17	2017/18	2018/19	2019/20	Total
CSR Year	1	2	3	4	
Saving required	£1.2m	£1.44m	£0.755m	£0.475m	£3.87m
Saving achieved	£1.2m	£1.44m	£0.660m	£0.665m	£3.96m
Project Stage	Stage 1		Stage 2		

- 5.6 The tables below give a complete break down for each year of the CSR period and the savings or efficiencies identified.

Table 3

<b>CSR Year 1 – 2016/17</b>	<b>Saving</b>	<b>Running total</b>
Savings already made from previous CSR and previous council tax increase (permitted by central government)	£0.650m	£0.650m
<b>Growth</b>		
Increase of council tax precept by 1.96%	£0.346m	£0.996m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.271m	£1.267m
Total	Target for year = £1.2m	Actual = £1.267m
Deficit still to be found		Complete

Table 4

<b>CSR Year 2 – 2017/18</b>	<b>Saving</b>	<b>Running total</b>
Carry forward from Year 1 (extra savings made)	£0.067m	£0.067m
Reduction in group budgets – Operational Equipment	£0.010m	£0.077m
Reduction in group budgets – Training	£0.030m	£0.107m
Reduction in group budgets – Community Fire Safety	£0.025m	£0.132m
Removal of budget – Area Commander Operational Support	£0.030m	£0.162m
Removal of vacant post (part time) – Health and Safety	£0.015m	£0.177m
Removal of Deputy Chief Fire Officer role and reduction in salaries of Chief Fire Officer and Assistant Chief Fire Officer roles	£0.231m	£0.408m
Implementation of staff suggestions (pending business case proving viability and agreement for investment)	£0.027m (estimated)	*£0.435m
Removal of operational contingency budget (previous On-call budget)	£0.301m	£0.992m
Reduction of capital funding from revenue (or short term reserve usage)	£0.100m	£1.092m
<b>Growth</b>		
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.256m (estimated)	£0.0.691m
Fire Authority approved increase of council tax precept by 1.9%	£0.360m	£1.452m
Total	Target for year = £1.44m	Actual = £1.452m (estimated)
Deficit still to be found		Complete

Table 5

<b>CSR Year 3 – 2018/19</b>	<b>Saving</b>	<b>Running total</b>
Carry forward from Year 2 (extra savings made)	£0.012m	£0.012m
<b>Growth</b>		
Increase of council tax precept by 2%	£0.367m	£0.379m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.281m	£0.660m
Total	Target for year = £0.755m	Actual = £0.660m
Deficit still to be found		£0.189m

Table 6

<b>CSR Year 4 – 2019/20</b>	<b>Growth</b>	<b>Running total</b>
Increase of council tax precept by 2%	£0.374m	£0.374m
Increase in number of houses within Cambridgeshire and Peterborough paying council tax (growth)	£0.291m	£0.665
Total	Target for year = £0.475m	Actual = £0.665m
Deficit still to be found		Complete

#### 5.7 Activities have included the following;

- completion of 71 staff suggestion business cases,
- completion of an Operational Command Review (presented to the Overview and Scrutiny Committee in 2016),
- budget analysis, planning and discussions with Heads of Groups,
- completion and submission of efficiency plan, approved by the Home Office,
- Member-led review of the Media and Communication function (presented to the Overview and Scrutiny Committee and Authority in 2016),
- forward budget planning,
- staff engagement events, meeting with over 100 staff across the Service in November/December 2016,
- communications via blogs, email, events and presentations.

## BIBLIOGRAPHY

<b>Source Documents</b>	<b>Location</b>	<b>Contact Officer</b>
Operational Command Review 2016	Hinchingsbrooke Cottage Brampton Road Huntingdon	Callum Faint 07780 663764 <a href="mailto:Callum.faint@cambsfire.gov.uk">Callum.faint@cambsfire.gov.uk</a>
Member-led Review of CFRS Media and Communication Function	As above	As above



**TO:** Policy and Resources Committee

**FROM:** Assistant Chief Fire Officer – Rick Hylton

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**DATE:** 25 January 2018

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## **INTEGRATED RISK MANAGEMENT PLAN UPATE**

### **1. Purpose**

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update of our delivery against our Integrated Risk Management Plan (IRMP).

### **2. Recommendation**

- 2.1 The Policy and Resources Committee is asked to note the contents of the report and make comment as they deem appropriate.

### **3. Risk Assessment**

- 3.1 **Political** - the IRMP process, outlined in the Fire and Rescue National Framework for England, requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Legal** - the Authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

### **4. Equality Impact Assessment**

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically age and disability.

## **5. Background**

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring, we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are a number of activities we committed to deliver in our IRMP. These are listed in paragraphs 6 to 9, accompanied with a short explanation of our progress to date.

## **6. Community Safety Excellence Delivery Update**

- 6.1 **Further collaboration with health and social care to develop Safe and Well visits, reaching more vulnerable members of our communities in response to the changing demography.**

We have successfully expanded the Safe and Well model to Peterborough ensuring that vulnerable individuals across the whole county have access to the support that these visits provide.

- 6.2 **Expanding the co-responding programme to other fire stations.**

The expansion plans are currently on hold due to ongoing national negotiations.

- 6.3 **Delivery of Firebreak – a new programme to support the safety and health of young people.**

We successfully delivered six Firebreak courses during 2017 in Peterborough. We are now working with partners and schools in other areas of the county to secure funding and formulate the 2018 delivery plan for Firebreak.

- 6.4 **Work with partners and local authorities to support better regulation and ultimately safer places of work.**

The introduction of the short audit and training of operational crews to undertake fire safety inspections has seen a 120% increase in inspections that are carried out. The marketing and subsequent delivery of business engagement courses has also resulted in an increase of contact time with local businesses across the county.

As a result of the Grenfell fire, we worked with local housing providers and local authority partners to inspect all high rise buildings as requested by central government.

**6.5 Continue to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.**

We have worked alongside housing providers and have successfully purchased and installed our first three portable misting systems in homes of identified highly vulnerable individuals within the county. We aim to expand this during 2018, with a number of additional social housing providers agreeing to participate in the initiative.

**6.6 Forge closer and effective collaborations with Cambridgeshire and Peterborough road safety partnerships, supporting delivery of targeted initiatives to reduce the number of road traffic collisions (RTCs).**

We have collaborated with Cambridgeshire Constabulary and now have a dedicated Officer from both services who oversee RTC reduction for each agency. This partnership gives us the ability to greater influence the priorities of the Road Safety Partnership Board. An example of this is the successful launch of Project Pictogram, which was led by fire/police and included local transport businesses and emergency responders.

**6.7 Build upon the successful integration of community safety teams in Peterborough, by considering the opportunity to further integrate the delivery of community safety with partners in Cambridgeshire.**

Although in the early stages we are currently working with colleagues in Peterborough City Council and Cambridgeshire County Council, to explore a single delivery model that supports the whole county.

**7. Operational Excellence Delivery Update**

**7.1 Align our operational resources to our demand throughout the day and night.**

Since 1 January we now have two more appliance seven days a week working in rural areas to improve fire cover and response times. This has been achieved by redeploying staff from primary crewing rescue vehicle and the Tactical Delivery Group to crew the new appliances.

**7.2 Enhance our ability to respond to complex rescue situations through the upskilling of our staff and the procurement of additional equipment.**

Work starts in January 2018 to deliver the recommendations of the Review of Rescue Capability. We will improve our response to;

- wide area flooding,
- rescues from height,
- animal rescue,
- bariatric patients.

**7.3 Deliver alternative On-Call provision that enables us to improve service delivery and staff retention.**

Through the On-Call Project we have introduced On-Call out duties to improve fire cover.

**7.4 Introduce National Operational Guidance (NOG) to improve firefighter safety and enhance interoperability between fire services.**

Work continues with the NOG programme with active participation in consultations to new documents and aligning CFRS's procedures to agreed and published NOG's. In particular Station Commander Martin Ockenden has been leading work regionally on making the process more efficient for introductions. This work has now been recognised nationally and is being regarded as national best practice.

**7.5 Provide a cost effective and flexible approach to meeting our aerial capability requirement.**

The Aerial Capability Review Project has been completed and scrutinised by a Member-led review the outcomes of which were presented to the Overview and Scrutiny Committee on 11 January 2018. The Service will, in April 2018, start the process of identifying vehicle requirements and specifications to procure a new aerial capability. This will be done through a national framework and is planned to be completed in 2018/19 however delivery dates will be dependant on suppliers and build times.

**7.6 Introduce the replacement national emergency service communication system programme (ESMCP).**

There is little progress on the ESMCP as the Home Office are currently engaged in a major re-planning activity and refreshing the business case. It was anticipated that we would be transitioning to the ESMCP in 2018 however the programme has announced major delays and we await the outcome of the re-planning exercise to inform us of the revised timetable; this is anticipated to be in Spring 2018.

**7.7 Undertake assurance across all operational areas, ensuring we are delivering the highest standards incorporating risk information and health and safety.**

Assurance work is now in place for operational and training activities. This is reviewed at the Operational Assurance and Learning Group, which identifies learning (both internal and external to the organisation) to improve or share. This work is progressing well and from January 2018 will be communicated to operational staff on a quarterly basis.

In conjunction to this both the training and health and safety areas have received independent reviews, delivered in collaboration with Police. These reviews have proved to be well received and identified a number of areas where the provisions can be enhanced to better serve the staff and organisation. Action plans are in place and 2018 will see these being driven forward. A further review has been commissioned to look at our operational risk information, ensuring we hold the right information and that it is available and useful to operational crews in the event of emergencies.

**7.8 Implement functional fitness tests in accordance with the work of the FireFit national project.**

Work is on track and will be implemented by the end of January 2018.

**8. People Delivery Update**

**8.1 Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations.**

We have recently opened applications for our fourth Insight Development Programme, aimed at both operational and professional support staff looking to progress into management roles; the programme will start in March 2018, with learning/feedback from previous cohorts continuing to influence the content. Given the retirement profile of the operational workforce we have made a conscious decision to keep the cohort this year to Cambridgeshire staff only rather than deliver collaboratively with partners, in order to maximise opportunities for operational staff to develop to supervisory manager level. We are also working with Bedfordshire Fire and Rescue Service to pilot delivery of a leadership and management apprenticeship for existing operational supervisory managers.

We are also part way through delivering our second middle manager development programme, which we are running in collaboration with Bedfordshire and Hertfordshire Fire and Rescue Services and Cambridgeshire Constabulary; feedback from those on the programme has been incredibly positive to date. In addition to this general middle manager development programme (which is available to both operational and professional support staff) we are also facilitating development specifically for operational middle managers, via an action learning set approach.

**8.2 Creating and implementing an action plan in response to the results of our employee engagement survey.**

A pulse check survey has been carried out to understand progress since the initial survey. The results of this pulse check are being analysed and summarised to be communicated out to the wider Service. The employee engagement action plan will then be refreshed based on these results, whilst still ensuring any progress since the original survey is maintained. The groups working on the action plan consist of staff from across the Service driving this work forward and liaising with their colleagues.

**8.3 Continuous improvement of relationships and working practices with our representative bodies.**

Through engaging effectively with the Fire Brigades Union we have negotiated a new shift system, introduced jump crewing and roaming appliances as well as agreeing a number of new policy documents.

**8.4 Strategic consideration of resourcing and strengthening our succession planning.**

We have completed a workforce planning review, giving us a clearer picture of our resourcing and succession planning needs over the next five to seven years. Development activities are already being progressed to help ensure we will have staff ready to move into roles at different levels when these become available (see paragraph 8.1 above). We are currently also building a model to identify what we mean by talent/potential and how we will support individuals to develop their careers in the Service. This will launch in Quarter 1 next year.

**8.5 Reviewing our recruitment and promotion processes to ensure we are focused on assessing the skills needed for the future.**

A review has been completed and we are implementing changes which will remove a number of barriers, particularly within our internal promotion processes. A career pathway for those aspiring to supervisory manager level was launched last year with positive feedback and we are currently launching a pathway for those wishing to move from supervisory to station management level. Work to begin exploring possible alternative methods to attract future leaders to the Service has been deferred from this year but will commence in Quarter 1 next year.

**8.6 Carry out further work to ensure there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities.**

Delivery of the positive action strategy continues via the Positive Action Delivery Group, with notable successes including 30 out of 39 attendees at our Have a Go Day held in October 2017 being female.

A business case has been approved to recruit a Positive Action Officer, on an initial two year contract, to provide greater focused resource in this area. The postholder starts at the end of January 2018; a key focus for the role will be to build relationships with BME communities to understand what real or perceived barriers may be preventing individuals from pursuing a career in the fire service and to work with colleagues across the Service to ensure that unnecessary barriers are removed.

Work to review our first disability confident work placement (which took place in summer 2017) has been deferred until next year due to capacity.

**8.7 Introducing apprenticeship schemes into the Service to provide alternative career paths.**

We currently have nine apprentices within the Service, a mix of new recruits into areas where it has historically been difficult to recruit for example, ICT and existing operational staff who are undertaking an apprenticeship in leadership and management. This is significant progress in less than one year towards meeting our apprenticeship headcount (14 per year) and is maximising our ability to draw down funding from the Apprenticeships Levy we now pay.

We maintain a close watch on the national position regarding development of a new apprenticeship framework for operational firefighters and plan to build access to this into our recruitment and development plans for wholetime firefighters as soon as possible after it becomes available for use.

**8.8 Conducting an equal pay audit.**

The focus this year has been on working to ensure compliance with the new requirement to publish data relating to our gender pay gap (subject of a paper to the Policy and Resources Committee in December 2017). As such, work on an equal pay audit has been deferred until next year. It will be informed by the outcomes of the gender pay gap analysis.

**8.9 Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.**

A paper was brought to the Policy and Resources Committee in January 2017 detailing the gap analysis work that had been undertaken with regard to the Service's position

against the recommendations made in the Thomas Review. Actions to bridge identified gaps have been built in across the IRMP action plan.

Work to review key people policies will now be captured as part of a broader workstream regarding Service policies that will launch in Quarter 1 next year.

## **9. Value for Money Delivery Update**

### **9.1 Property consolidation and collaboration with other blue light services, including a rationalisation of estates in Huntingdon in partnership with the police and ambulance services.**

Many sites are being looked into for sharing opportunities. Cambridgeshire Constabulary has carried out a viability study of their sites in Huntingdon for suitability for a fire station, with the report due imminently. St Ives is being assessed for development potential and we are in contact with the National Health Service to potentially include them in any future plans. Plans have been drawn up for an extension at Wisbech fire station to also house police staff; this is currently in for planning. Cambridgeshire Constabulary are assessing the development potential of St Neots; work is ongoing to create a joint strategy with them.

### **9.2 Exploring further opportunities for the sharing of support services with the police and local authorities.**

Collaboration in numerous areas is progressing very well. Our support service area of focus remains with the property teams with work being undertaken for a potential joint team. Other areas such as human resources, recruitment and learning and development are sharing best practice at this time.

### **9.3 Supporting national, sector wide spend analysis and in turn support the development of future procurement strategies.**

A national spend analysis has been undertaken looking at spend with third party suppliers across the sector, as well as contract spend and future pipelines. This will help the Strategic Commercial Board determine future procurement strategies category by category where savings, standardisation or non-tangible efficiencies can be achieved. The Service has taken part in a Home Office pilot to capture savings made in the last 12 months through price reduction, volume/scope reduction, cost avoidance and non-cashable savings. Following conclusion of the pilot it is expected that all fire and rescue services will be asked to capture their savings information. The 'basket of goods' exercise is in the process of being completed and will be returned to the Home Office by 19 January 2018; this is a comparison between all fire and rescue services of the costs of specific training, utilities etc.

### **9.4 Potentially sharing Officer cover more widely across the region to deliver cost savings as well as increased resilience and sharing areas of specialism.**

This area has progressed and we now share Area Commanders and Fire Investigation Officers with Bedfordshire Fire and Rescue Service. A further shared approach has also been approved by the Authority regarding the sharing of Brigade Managers; this is still being considered by Bedfordshire.

Work will start in 2018 to consider expanding this to include Hazardous Material and Environmental Protection Officers.

- 9.5 **Explore, through an established blue light Strategic Interoperability Board, opportunities to work together in the use of property, staff, training and equipment to improve the service provided to communities.**

The Strategic Interoperability Board continues to deliver a number of Memorandums of Understanding (MOU's) between services to enhance the service to the community. Full documentation is available giving more detail but to date a total of 12 MOU's have been agreed with a further five in development. This is envisaged to further expand into bigger property/estates work at Monks Wood (training site), Wisbech fire station and potentially St Neots fire station.

- 9.6 **Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by the automation and improvement of business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on value adding activities.**

The STEP delivery team are nearing completion of the automated wholetime recruitment process and have also delivered a number of other process throughout the year including On-Call stand in's, generator meter reading, work place adjustments and business fire safety seminars. Work has been conducted to integrate newly procured systems into the infrastructure reducing manual interventions and double data entry. Work to migrate the existing developments to a cloud environment is the priority for the end of the year to deliver efficiencies in the hardware running costs.

- 9.7 **Support the existing ICT Shared Service while exploring additional opportunities to collaborate with partners on ICT projects. This helps in maintaining secure technical platforms and reduces the risks from cyber-attacks.**

We have continued to support the ICT Shared Service and have undertaken a number of joint ICT procurement activities to deliver efficiencies. The joint procurements have assisted in maintaining a common infrastructure which in turn improves support provision to the two services. Examples of joint procurements include Unified Communications (Skype for Business), Multi-Function Devices (printers/scanners), software security tools, infrastructure support contracts and the Virtual Desktop Infrastructure.

## **BIBLIOGRAPHY**

<b>Source Document</b>	<b>Location</b>	<b>Contact Officer</b>
IRMP 2017-2020	Hinchingbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 <a href="mailto:rick.hylton@cambsfire.gov.uk">rick.hylton@cambsfire.gov.uk</a>



**TO:** Policy and Resources Committee

**FROM:** Service Transformation Manager – Tamsin Mirfin

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

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**DATE:** 25 January 2018

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## **FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT**

### **1. Purpose**

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

### **2. Recommendation**

- 2.1 The Committee is asked to note the Programme Status Report as at January 2018, attached at Appendix 1.

### **3. Risk Assessment**

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

### **4. Background**

- 4.1 To support the Service in its strategic planning process action plans for the financial years 2017/18, 2018/19 and 2019/20 have been drafted describing the desired outcomes for key stakeholders at the end of each of those financial years.

- 4.2 The key stakeholders have been identified as;

- citizens of Cambridgeshire and Peterborough,
- firefighters and staff,
- senior leadership team,
- Fire Authority,
- regional fire and rescue services,
- partners,

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

## **5. Progress Report on Corporate Projects 2017/18**

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

## **BIBLIOGRAPHY**

<b>Source Document</b>	<b>Location</b>	<b>Contact Officer</b>
Fire Authority Plan	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

## Appendix 1 Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
<b>P105 General Data Protection Regulation (GDPR) Implementation</b> <b>Project Sponsor: M Warren</b> <b>PM: John Fagg</b> <b>Lead Member: N/A</b> <b>Completion date: May</b> <b>Phase 1 - May 2018</b> <b>Phase 2 – May 2019</b> <b>Overall Status: Green</b>	Project continues to have significant resource implications & will impact across the whole organisation.	Further workshops held to assist departments in completing their Data Protection Impact Assessments (DPIAs). Working groups continuing to make progress. Looking to appoint an Information Governance officer. All 4 working groups continuing to make progress. RSM(UK) are conducting a GDPR Readiness audit the w/c 15 Jan 18.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Timescales very tight
<b>P108 Replacement ICCS &amp; Mobilising Solution</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Nicky Hoad</b> <b>Lead Member: Cllrs Jamil &amp; McGuire</b> <b>Completion Date: TBC</b>  <b>Overall status: In planning</b>	Confirmation required as to whether ESMCP funding for upgrade can be used for procurement of new system	Initial Workshops held with Stakeholders. Positive engagement with Suffolk Fire & Rescue Service. Visits to other Services to view other systems and gain lessons learnt. Sharing of Specifications from other Services. Brief being presented to Programme Board. PIN Notice published to let market know of our intentions. Bidders Day scheduled.	<b>Board</b>	
			<b>Team</b>	<b>Kick off Meeting booked for Jan</b>
			<b>Budget</b>	<b>TBC</b>
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	

# Business Development Programme Status Report

January 2018

Project	Issues	Successes	Project Performance	
<b>P104 Implementation of Wholetime (W/T) Shift System</b> <b>Project Sponsor: Rick Hylton</b> <b>PM: Jon Anderson</b> <b>Lead Member: N/A</b>  <b>Completion date:</b> <b>Phase 1 - Jan 18</b> <b>Phase 2 - TBD</b> <b>Overall Status: Green</b>	New appliances will not be in the county until end of Jan & end of Feb - contingency plans created. Vehicles assigned to stations for Roaming appliance duties & cascade will be BAU.	Shift System went live on 01/01/18. Roving pumps on the run. Few issues around MDT's & FS visits but these quickly resolved. Closing down the delivery side of the project – next phase maintenance.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	In planning. Detailed monitoring ongoing with Finance.
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P073 Asset Management Software</b> <b>Project Sponsor: Matthew Warren</b> <b>Project Manager: Stuart Grey</b> <b>Lead Member: N/A</b> <b>Completion date: Options Appraisal/Business Case: October 2014</b> <b>Finance model complete: Jan 2016</b> <b>Stage 2 Fleet &amp; Equipment Implementation: June</b>	Minor issues around connectivity of tablet to scanner. Scanners can only be charged on the vehicle. Issues occurring need to be investigated & understood.	Installation of Docks has been completed. Training rolled out to all stations with the exception of Manea - Planned for 11 <sup>th</sup> Jan. BA rolled out quickly to align with the closure of the old database. Fleet servicing inspections all input into the database. Fleet gone live using the Miquet system for Servicing Job Cards.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	Miquet have Andrew Smith as a potential single point of failure.

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# Business Development Programme Status Report

January 2018

Project	Issues	Successes	Project Performance	
<b>2017 Dec 2017 for Op Appliances</b> <b>Stage 3 Property June 2018 TBC</b> <b>Stage 4 ICT Dec 2018 TBC</b>  <b>Overall Status: Green</b>			<b>Timescales</b>	Stage 2 implementation completed for Operational Appliances.
			<b>Controls</b>	
<b>P084 Review of Reporting PM: Nicola Smith</b> <b>Project Sponsor: T Mirfin</b> <b>Lead Member: N/A</b> <b>Completion date: Gap Analysis Nov 2015 – complete</b> <b>Project re scoped March 2017</b> <b>Stage 2 April 2018</b> <b>Overall status: Green</b>		Work is continuing to identify spreadsheet usage and review working processes to ensure that wherever possible, data is used from source. Awaiting final review work from Chris Meadowcroft & then all information will be collated to determine next steps. Interdependencies with CFRMIS & GDPR.  Dashboard went live at end of Nov – good feedback received. Quarterly meetings using dashboards. Link established on Intranet for Performance Reporting.  Waiting for Value for Money dashboard from Finance.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	Challenging access to data sources is reducing but still being monitored.
			<b>Controls</b>	
			<b>Timescales</b>	

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## Business Development Programme Status Report

January 2018

Project	Issues	Successes	Project Performance	
<b>P089 ESMCP (Emergency Services Mobile Communications Programme)</b> <b>PM: Emma Graham</b> <b>Project Sponsor: Matthew Warren</b> <b>CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC</b> <b>Status: Amber</b>	<p>The updated Transition Schedule should be released In Spring 2018, once the "reset" of the programme, re-forecast of the schedule, and revision of the Full Business Case has taken place. However, services will not be Transitioning before <b>2020</b>.</p> <p>As Airwave devices reach end-of-life, devices will need to be made good / replaced. The Home Office have been clear that ongoing costs relating to the Airwave network will be covered centrally, however, replacement of legacy devices is considered BAU and will not be funded.</p>	<p>Longer timescales will allow Services to ensure they are as Transition Ready as possible prior to the commencement of Transition, and allows more of the pre-Transition work to be carried out by Delivery Teams rather than "in-house" resources.</p> <p>There is still a body of work coming out of the Programme that User Organisations must undertake which is being managed by the Delivery Team.</p> <p>The delay also provides the opportunity to explore new ways of working for FRS which wasn't factored into original programme and to leverage data capabilities as part of "incremental transition".</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Deviation Report will be drafted once formal notification of timescales is received from Home Office. New schedule expected early 2018.

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Project	Issues	Successes	Project Performance	
<b>P088 On Call Project Stage 2</b> <b>PM: Gary Mitchley</b> <b>Project Sponsor: Rick Hylton</b> <b>Lead Member: Cllr Reynolds</b> <b>Completion Date: Stage 1 Feb 16</b> <b>Stage 2: May 31<sup>st</sup> 2016</b> <b>Stage 3: Alternative Appliances Jan-2018 Jan 2019</b> <b>Alternative Crewing On call standby's</b> <b>March 2017 Complete with exception of additional SPA testing.</b> <b>Alternative Crewing W/T</b> <b>Secondary Contracts On Hold</b>  <b>Status: Green</b>	<b>Alternative crewing models:-</b> PM in consultation with Rep bodies to look at an agreement to utilise WT (wholetime) staff to crew On Call appliances if there isn't sufficient On Call staff to support On Call standbys.	<b>Alternative Appliances –</b> Order has been raised with Emergency One for three alternative appliances, Project Manager to visit EOne 10/11 <sup>th</sup> Jan to sign off chassis. Mini competition required for purchase of Edraulic RTC equipment as a trial. Aiming for the appliances to be on the run by late 2018. They will be located as 2 <sup>nd</sup> 'aways' at A21,B05 & B13. <b>Alternative Crewing –</b> formalised On Call standby process up & running. Work now being finalised prior to implementation of STEP process. <b>Strategic stations</b> - have been reviewed as part of the Integrated Risk Management Plan (IRMP) resulting in one change B12 Papworth has now been deemed a Strategic (IRMP) station in place of A28. All strategic (IRMP) stations will be reviewed on an annual basis.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Control</b>	
			<b>Timescales</b>	

# Business Development Programme Status Report

January 2018

Project	Issues	Successes	Project Performance	
<b>P098 CPSN</b> <b>(Cambridgeshire Public Services Network)</b> <b>Project Sponsor: M Warren</b> <b>PM: John Fagg</b> <b>Lead Member: N/A</b> <b>Completion date: June 2019 (via VEAT Notice May 2017)</b> <b>Overall status: Amber</b>		As part of the OJEU process Invitation to Submit Detailed Solution (ISDS) released on 5 Dec 17. Remaining 4 suppliers confirming that they will submit bids by closing date of 15 Jan 18. Evaluation of bids will then take place. Final Supplier will not be known until May when contract is awarded.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	Collaboration / financial risk
			<b>Controls</b>	Currently reliant on CCC/LGSS for progress
<b>P102 Unified Comms (Shared Service Project)</b> <b>Project Sponsor: M Warren / Z Evans</b> <b>PM: Sarah Newton</b> <b>Lead Member: N/A</b> <b>Completion Date: Sept 2018</b> <b>Overall status: Green</b>	The supplier came across some difficulties in setting up and configuring the backend infrastructure which lead to a redesign of some elements of the solution. Currently verifying the new design and expect to be recommencing work on the build this week.	An exception report will be submitted due to delays in stage 3, however overall project timescales are still achievable. The completion date for testing is now likely to be the end of Jan. After initial testing has passed we will be releasing IM & Presence to User Champions for piloting before releasing to all users. We will start testing and piloting of telephony at the same time in the Bedfordshire training department and in the ICT department.	<b>Timescales</b>	Tight timescales
			<b>Board</b>	
			<b>Team</b>	Team established for current stage
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	Stage 3 (pilot and testing) due to complete March 18 Deviation Report to be submitted.

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

## Type 2 Projects

Project	Issues	Successes	Project Performance	
<b>P101 CFMIS (Community Fire Risk Management Information System)</b> <b>Project Sponsor: Jøn Anderson-Tamsin Mirfin</b> <b>PM: Stuart Grey</b> <b>Lead Member: N/A</b> <b>Completion date: TBC</b> <b>Overall Status: Green</b>	Delays have impacted the progress of this project these were due to availability of key operational staff.	Raymonda Todorova has carried out a number of business analysis workshops to identify all the issues with the system. Presentation to be developed to look at 'as is'/'to be' & Plan of Action. Dirty data not as substantial as originally thought. Need to review current contract.	<b>Board</b>	
			<b>Team</b>	Availability of Key people.
			<b>Budget</b>	Budget yet to be identified & agreed
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P100 Training Recording &amp; Competency System (TRaCS)</b> <b>Project Sponsor: M-Møere AC Callum Faint</b> <b>PM: John Sherrington</b> <b>Lead Member: N/A</b> <b>Completion date: Options Appraisal/Business Case 01/04/2017</b> <b>Stage 2: Completion Q4 2018</b> <b>Overall Status: Green</b>	No issues to report with TRaCs development - remaining aligned to the project timelines.  Review of Training undertaken which identified a number of issues within IPDS. TRaCs will be able to sort out most of the issues identified.	Watch audiences and course-level groups set up. All users will be working inside their own groups with individuals who have line management responsibilities given the ability to see other groups. A specific group for operational line managers (W/Cs +) created. Work on phase-based groups underway. A third model has been implemented for Ops crews' CFS work. Models: Fire Engine model for skills /Context model for Incident/risk types / Community	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	Deviation Report completed by CF. On Programme Board Agenda.

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TRaCS cont.....		<p>and Conduct model for CFS &amp; E&amp;D work.</p> <p>A Portfolio of Evidence activity has been added to pages to allow learners to upload documents / form for evidence. Each document can be commented on by line manager and downloaded if a hard copy is required.</p> <p>Content covering theoretical learning outcomes that is currently being used in other parts of iLearn has been copied and migrated to relevant TRaCS pages.</p>	Timescales	
<p><b>Co-Responding</b></p> <p><b>Project Sponsor: Rick Hylton</b></p> <p><b>Project Manager: Simon Newton</b></p> <p><b>Lead Member: N/A</b></p> <p><b>Co-Responding Trial End</b></p> <p><b><del>Sep 2016 – Nov 2016</del></b></p> <p><b><del>Feb 2017 – Mar 2017</del></b></p> <p><b><del>May 2017 – End of July</del></b></p> <p><b><del>Nov 2017</del></b></p> <p><b>Overall status: Green</b></p>	<p>Continued uncertainty regarding pension cover for Co Responding (CR) activity.</p> <p>Project Manager replaced due to secondment to HMICFRS.</p> <p>Still awaiting pay settlement</p>	<p>Continuing to Co-respond out of both Ramsey and March following the end of the national trials. Currently activity has reduced over last few months.</p> <p>Regional Board meeting restarted with EEAST, Essex and Herts (HFRS are looking to continue co-responding). MOU completed.</p> <p>Paper submitted to FA meeting 15<sup>th</sup> November for information.</p> <p>Next steps – meeting scheduled for 12/01 to discuss Options Appraisal &amp; way forward.</p>	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	National trial supported until pay settlement announced.

Project	Issues	Successes	Project Performance	
<b>Use of Recording Devices &amp; Governance</b> <b>Project Sponsor: Callum Faint</b> <b>PM : Trudi Wilson</b> <b>Lead Member: N/A</b> <b>Completion date: Phased Approach</b> <b>Phase 1 Policy /Guidelines 01/03/17 Complete</b> <b>Phase 2 Red Fleet 30/04/17—Jan 2018</b> <b>Phase 3 Nov 17 Body cams/Drones—TBD</b> <b>Any Body Cam work will be as part of national trial.</b>  <b>Overall status: Amber</b>	The capacity of the current PM to continue to lead the project is being assessed due to being promoted to H&S Team Leader and acquiring new responsibilities.	Tender for CCTV on Red Fleet timescales extended – now closed. 4 submissions received. Submissions being evaluated 09/01/18.	<b>Board</b>	
	A Business Case for dash cams is required before a tender process can begin.		<b>Team</b>	
			<b>Budget</b>	Business Case required
			<b>Risks</b>	Potential for change of priorities within Service, and PM’s availability with the introduction of GDPR
			<b>Controls</b>	
			<b>Timescales</b>	Deviation report to be submitted once decisions made.

Project	Issues	Successes	Project Performance	
<b>P075 Review of Rescue Capability –This project closed Sept 2017. Only work stream progressing within this project is the Replacement IRU.</b> <b>PM: W Swales</b> <b>Project Sponsor: R Hylton</b> <b>Lead Member: N/A</b> <b>Completion Date:</b>	Meetings scheduled to review Rescue Capability work & re-scope as a new project in Jan 2018.	Body & chassis on track in build stage & should be delivered into the Service Jan 2018. Decision required for vehicle name/tagline & branding to include Environment Agency. Only training familiarisation required so this will be delivered as soon as vehicle arrives. Vehicle on the run March 2018.	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
<b>P080 SQL(Sequel) Server Database Migration Project</b> <b>Project Sponsor: J Fagg</b> <b>Project Manager: D Reeson</b> <b>Lead Member: N/A</b> <b>Completion Date (new server environment): Sept 2015</b> <b>Stage 2 Migration work Oct-2016-May-17 * Dec 2017.</b> <b>Overall status: Green</b>		Oracle audit has confirmed our licencing is compliant.  Remsdaq NX incident data copied to Oracle XE (free Version) for Suffolk's Operational viewing platform.  All databases migrated to SQL with exception of IPDS which is also on Oracle XE.  Project to be closed down. End Project report to be presented to Jan Programme Board.	<b>Timescales</b>	
			<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Control</b>	
			<b>Timescales</b>	

Project	Issues	Successes	Project Performance	
<b>P082 Mobile Data Terminals (MDT) Review</b> <b>Project Sponsor: Maurice Moore</b> <b>Project Manager: John Barlow</b> <b>Lead Member: Cllr S Bywater (was a Type 3 project)</b> <b>Completion date:</b> <b>01/04/16</b> <b>Sept 2016</b> <b>31/05/17</b> <b>15/12/17</b> <b>22/12/17</b> <b>Overall status: Green</b>	<p>1-2 issues outstanding. Support methodology for MDTs needs to be confirmed, OSG to discuss with ICT.</p> <p>Imaging of the smaller devices on the Mercedes Sprinters remains outstanding.</p> <p>One Asset Management docking station requires completing as it was missed on initial installation process.</p> <p>SFRS experiencing delays due to resourcing, contract for software delayed until April 2018.</p> <p>Some minor snags – Feedback generally positive.</p>	<p>MDT installations complete.</p> <p>Now in in-life phase</p> <p>Final Board meeting 09/01/18. End Project Report presented to Jan Programme Board.</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	
			<b>Risk</b>	
			<b>Controls</b>	
			<b>Timescales</b>	
<b>P107 Service Headquarters (SHQ) Improvement Project</b> <b>Project Sponsor: M Warren</b> <b>PM: Stuart Grey</b> <b>Lead Member: N/A</b>		<p>Tender process carried out for decorating. Only one supplier sent quote.</p> <p>Light fittings identified and to be purchased by contractor.</p> <p>Business Case being prepared for</p>	<b>Board</b>	
			<b>Team</b>	
			<b>Budget</b>	No Budget agreed
			<b>Risk</b>	
			<b>Controls</b>	

## Business Development Programme Status Report

January 2018

<p><b>Completion date: May2018</b>  <b>Overall status: Green</b></p>		<p>submission to Board.  Clear out days very successful with 2 skip loads removed from site. One lorry load of furniture was donated to Emmaus (charity for the homeless).  Report from space planner well received and has given us a lot of 'food for thought'. The plans and the report shown to staff with a series of consultations to gather thoughts and feedback. This is now being collated.  Artelia have been asked to provide us with indicative costs for the works that were proposed by the space planner – broken down into distinct areas.</p>	<p><b>Timescales</b></p>	
<p><b>P106 Chatteris Fire Station</b>  <b>Project Sponsor: M Moore</b>  <b>Project Manager: Pete Jones</b>  <b>Lead Member: N/A</b>  <b>Completion date: Jun 2018</b>  <b>Overall status: Green</b></p>		<p>Planning application approved. Community engagement completed - No adverse comments.  Tender Documents to be completed w/c 12<sup>th</sup> January. Site surveys – initial contact made with Virgin Media to request a quote. Date to be scheduled. ICT requirements / resources required - to be confirmed at January Team meeting.</p>	<p><b>Board</b>  <b>Team</b>  <b>Budget</b>  <b>Risk</b>  <b>Controls</b>  <b>Timescales</b></p>	

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## Type 1 Projects

Project	Comment	Project Performance	
<b>P099 Smartboard Replacement</b> <b>Project Sponsor: J Fagg</b> <b>Project Manager: Rudy Boddington</b> <b>Completion date: Dec 2017—Jan 2018</b> <b>Overall Status: Green</b>	Installations have been completed on nearly all stations. Cambourne to be completed on the 15 <sup>th</sup> of January. Installations have gone well and seem to be well received. Old equipment being collected up to one place for WEE collection in the coming weeks.	<b>Board</b>	
		<b>Team</b>	
		<b>Budget</b>	
		<b>Risk</b>	
		<b>Controls</b>	
		<b>Timescales</b>	Slight delay in finalising tender



## Business Development Programme Status Report

January 2018

### Projects on Hold

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

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## **Glossary**

**Application virtualisation (APPV)**  
**Cambridgeshire County Council CCC**  
**Cambridgeshire Fire & Rescue Service (CFRS)**  
**Cambridgeshire Public Services Network (CPSN)**  
**Chief Officers Advisory Group (COAG)**  
**Chief Fire Officers Association (CFOA)**  
**Close Circuit TV (CCTV)**  
**Combined Fire Control (CFC)**  
**Community Fire Risk Management Information System (CFRMIS)**  
**Comprehensive Spending Review (CSR)**  
**Digital Network Service Provider (DSNP)**  
**East of England Ambulance Service Trust (EEAST)**  
**Emergency Services Mobile Communications Programme (ESMCP)**  
**ESMCP Transition Manager – (ETM)**  
**Emergency Services Network (ESN)**  
**Fire & Rescue Service (FRS)**  
**Fire Service Headquarters (SHQ)**  
**General Data Protection Regulation (GDPR)**  
**Heads of Groups (HofG)**  
**Integrated Risk Management Plan (IRMP)**  
**Local Government Shared Service (LGSS)**  
**Memorandum of Understanding (MOU)**  
**Mobile Data Terminals (MDT)**  
**Official Journal of European Union (OJEU)**  
**Project Manager (PM)**  
**Road Traffic Collisions (RTC)**  
**Sequel server (SQL)**  
**Skype for Business (SfB)**  
**Subject Access Request (SAR)**  
**To be determined/confirmed (TBD/TBC)**  
**Training Recording & Competency System (TRaCS)**

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**Voluntary Ex-Ante Transparency Notice (VEAT)**  
**Virtual Desktop Infrastructure Project (VDI)**  
**Whole-time (W/T)**  
**Virgin Media Business (VMB)**



**TO:** Policy and Resources Committee

**FROM:** Service Transformation Manager – Tamsin Mirfin

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

Telephone 07900 267944  
[tamsin.mirfin@cambsfire.gov.uk](mailto:tamsin.mirfin@cambsfire.gov.uk)

**DATE:** 25 January 2018

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## STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

### 1. Purpose

- 1.1 To provide the Policy and Resources Committee with an updated strategic risk report, as at January 2018, highlighting those risks that are considered above the risk appetite of the Authority.

### 2. Recommendation

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

### 3. Risk Assessment

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

### 4. Background

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

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

## **5. Strategic Risk Review**

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

the implementation of the new training records system to enable better understanding and visibility of staff competency levels, the On-Call review project considering different approaches to crewing and appliances, succession planning, increased assurance checks through station inspections, enhanced training and the risk assurance review conducted on training.

- 5.4 The introduction of the General Data Protection Regulations pose a significant risk to the Service, mitigations are in progress and this work is recognised as a priority to ensure we are appropriately compliant within the May 2018 introduction date.
- 5.5 The Emergency Services Mobile Communications Programme (run by the Home Office) continues to present risk to the Service. A lack of clarity on the projected schedule for the project presents a level of uncertainty for the Service as well as the potential for costs to increase to support the existing system. We continue to monitor this and seek clarity and updates however until the revised schedule is released in spring 2018 the uncertainty remains and we cannot build in to our plans any of the resources required to support and deliver this project until this clarity is given. Potential for disruption to other priority deliverables is a consequence.
- 5.6 Risks relating to health and safety remain as high risks. A detailed action plan is in place for health and safety and we should see some of these risks reduced over the coming year.
- 5.7 There are two risks relating to the ICT shared service, these relate to the joint administration and also to the continued investment required in ICT to maintain currency that in turn may present capacity issues with the team. A recent review of the ICT shared service recommended a restructure of the team to help alleviate the risks and this has since been accepted by both services (Bedfordshire and Cambridgeshire) who are working to progress its implementation.
- 5.8 Our reliance on key members of staff and resources levels mean delays may be caused to the achievement of our deliverables if they are absent from the Service; this remains a high risk to the organisation. Mitigations are in place and well established in this area. There is regular monitoring of single points of failure and mitigation discussions around these. It is also acknowledged in our risk register that a major incident would divert resources away from the rest of the business and may have a long recovery time for the organisation. Again, mitigations are in progress to manage these situations should they occur.
- 5.9 Community safety activities have been progressing to help reduce the risk posed by the increase in more vulnerable and isolated older people in the community and the potential for increased fire deaths and injuries. Portable misting systems have been procured and are deployed in discussion with and for the support of, our partners.
- 5.10 Work remains ongoing for the introduction and adoption of the National Operational Guidance (NOG). The internal operational assurance plan and strategy are in place to sample our performance against the NOG. This work assists in the reduction of the organisational exposure should there be an accident or injury in service.
- 5.11 The new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspectorate process presents a reputational risk to the organisation should we not perform well during the inspection. This has been mitigated through work to understand the process to be deployed and engagement with HMICFRS communication events. Work is ongoing as further information is released to prepare the organisation for the new HMICFRS process.

- 5.12 The ongoing discussions around a national pay award do present a financial risk to the organisation. The risk is currently rated as high, we continue to monitor the situation and identify plans for various scenarios.
- 5.13 As a service we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk. We are currently investigating systems where the risk may be higher and looking at fall back plans for these systems. Once this work is complete we will have a more accurate view of this risk.

## 6. Risk Register extract

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions, pay and decreasing demand for fire calls results in high staff turnover for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing firefighter injury, death and legal / financial implications.	Chris Strickland	Health and Safety	20	15



Mitigation activities	Target completion	Owner
1. Ensure acquisition of competence for new and existing staff is given high priority. 2. Ensure a system of monitoring competence and identifying and addressing weaknesses is established (no notice exercises, station inspections). 3. Ensure the new system of record for competence (TRaCS) is delivered to the required specification and within timescales. 4. Ensure appropriate resource is provided to support local and national training. 5. Put in place risk assurance review to identify any areas for improvement.	1. Ongoing 2. Ongoing 3. November 2018 4. Ongoing 5. December 2017	1. Chris Strickland 2. Callum Faint 3. John Sherrington 4. Callum Faint 5. Tamsin Mirfin
Comments		
This is a new risk and work is ongoing to establish an accurate picture of the risk exposure for the organisation.		

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R130	There is a risk that with the new incoming GDPR we do not currently have clarity of the new requirements and the impact that this would have upon the Services currently held data. We are also unclear at this point regarding the data traceability requirements that we would need to comply with.	John Fagg	Financial	25	10
Mitigation activities		Target completion		Owner	
1. Setting up an information governance board to provide leadership and direction to the future activities and controls for the Service. 2. Audit of data that the organisation is holding and the uses of that data. 3. Information gathering and gaining knowledge on the GDPR and how other organisations are preparing. 4. Information and knowledge sharing with Chief Officers Group and other managers within the Service. 5. Project initiated to manage the gap analysis and compliance work required. 6. Practitioner training in GDPR is being undertaken by three staff.		1. Complete 2. February 2018 3. Complete 4. Complete 5. Complete 6. Complete		1-6. John Fagg	
Comments					
Following the Practitioner training in June 2017, the target dates have been updated to reflect planned project activities. Mitigation actions are progressing, delivered through project governance.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R091	There is a risk that due to difficulties in the joint administration of the ICT shared service it may need to be re insourced causing a budgetary increase and loss of resilience.	Matthew Warren	Finance	20	12

Mitigation activities	Target completion	Owner
1. ICT Shared Service Board to monitor and work to resolve issues. 2. Review the existing shared service structure to check it has capacity to meet the requirements. 3. Implement new technologies to reduce the system maintenance overheads. 4. Review of ICT shared service structure.	1. Ongoing 2. Complete 3. Ongoing 4. April 2018	1. Matthew Warren 2-4. John Fagg
<b>Comments</b>		
This risk has been increased from High to Very High. Work is ongoing within the shared service to reduce the probability of this risk being realised. The team structure has been reviewed and recommendations made to the ICT Shared Services Board; agreement to proceed has been granted and is anticipated to be implemented April 2018.		

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	Matthew Warren	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Maintain a watching brief on this as it is outside of our control.		1. Ongoing		1. Matthew Warren	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing and it has been agreed that this risk has been realised and should be regarded as an issue.					

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

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

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

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

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R074	There is a risk that with reducing calls the Service needs to be assured of the competencies of the On-Call staff, there is a risk of health and safety incidents occurring.	Rick Hylton	Health and Safety	15	10
Mitigation activities		Target completion		Owner	
1. Ongoing On-Call Review Project 1a. Review skills set and assess where skill sets may need to be increased. 1b. Review alternative models for the provision of On-Call, consider if the tactical delivery group may be able to provide support. 1c. Review of equipment used on On-Call appliances. 1d. Review the types of appliance used by the On-Call. 1e. Investigate the option of On-Call tactical delivery group. 1f. Review secondary contracts for wholtime. 2. Implement recommendations from the On-Call Review		1a-f. Ongoing 2. April 2019 3. Complete 4. Ongoing 5. Ongoing		1. Rick Hylton and Gary Mitchley 2. Rick Hylton 3. Ryan Stacey 4. Maurice Moore 5. Simon Newton	

Project. 3. Increasing support to On-Call staff from wholetime staff. 4. Ongoing programme of station inspections which provide a view of competences and then there is an accompanying support to bring up competencies where required. 5. Co-responding project to encourage retention.		
<b>Comments</b>		
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R001	There is a risk of reliance on key staff; in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Business continuity plans in place for critical areas. 2. Pre planning for Pandemics/Flu - Influenza management team set up and in place. 3. British Standard achieved. 4. ICT shared services established to share skills with other authorities. Structure now in place. 5. The workforce development strategy is developed and maintained by the Development Steering Group. 6. Consider the creation of a local authority controlled company which will incorporate shared services and provide resilience, subject to Authority approval. 7. Put in place succession plan under the management of Development Steering Group. 8. Review of organisational structure after a year of operation. 9. Look to the wider partners for collaboration opportunities in particular the police with a view to sharing support services where possible - property first. 10. Ensure that key documentation is maintained and kept within the document management system. 11. Delivery of the Business Continuity Action plans/events. Testing of plans built in to activities. 12. Work on single points of failure is in progress to identify and put in place action plans to manage.		1. Complete 2. Complete 3. Complete 4. Complete 5. Complete 6. March 2018 7. December 2017 8. Complete 9. Ongoing 10. Ongoing 11. Ongoing 12. Complete		1-3. Chris Parker 4. Matthew Warren 5. Sam Smith 6. Matthew Warren 7-9. Chief Officers Group 10-11. Heads of Group 12. Sam Smith	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. The action plan has been shared and progress will be reviewed in Quarter 3; this is also referenced in the upcoming update on progress against the Integrated Risk Management Plan action plan. No change to the risk at this time.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	12	9
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

1. Redefine the activities that must be delivered by the Service through the Service planning process. 2. Inform Members of potential delay. 3. Consider programme control to further enhance the use of forward planning to minimise resource clashes. 4. Integrated Risk Management Plan in place to look at plans across the organisations to ensure activities are effectively prioritised. 5. Programme Board applying scrutiny to forward plans to test realism of ambitions.	1. Complete 2. Ongoing 3. Ongoing through Project Boards 4. Ongoing 5. Ongoing	1. Chief Officers Advisory Group 2. Tamsin Mirfin 3-4. Chris Strickland 5. Tamsin Mirfin
<b>Comments</b>		
This risk had increased over the past 12 months due to a number of personnel changes. The mitigation actions have been refreshed to reduce the risk back down again. Heads of Group are engaged in ongoing resourcing discussions to understand potential areas of impact. The existing programme and project board governance structure provides six weekly monitoring of this risk.		

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

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



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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation legislations for example, Health and Safety/ asbestos exposure / legionella /operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Rick Hylton	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Employment of specialists to provide advice and guidance in health and safety. 2. Training and assessments of competency levels available via iLearn - further work required to develop these. 3. Information is being disseminated to stations in the same place at each station. 4. Raising awareness through health and safety representatives. 5. Station visits to raise awareness. 6. Look to see if national standard operating procedures can be utilised in Cambridgeshire (South East Ways of Working). 7. Incident monitoring to review health and safety. 8. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. 9. Conduct a mini Police Effectiveness, Efficiency and Legitimacy Programme review to test this area to ensure that our understanding of the risk exposure is correct. 10. Implement action plan following mini Police Effectiveness, Efficiency and Legitimacy Programme review.		1. Complete 2. Ongoing 3. Ongoing 4. Complete 5. Ongoing 6. Ongoing 7. Ongoing 8. Ongoing 9. Complete 10. December 2019		1. Callum Faint 2-4. Health and Safety team 5-6. Operational Support Group 7-8. Health and Safety team 9. Tamsin Mirfin 10. Callum Faint	
Comments					
The mini Police Effectiveness, Efficiency and Legitimacy Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R132	There is a risk that should there be a major incident the priority would divert resources from the rest of the business and mean that there may be longer recovery times for the organisation post the major incident.	Chris Strickland	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Ensure that the Deputy Chief Executive role is contracted to be on permanent recall to duty. 2. Pursue fall back arrangements with neighbouring Fire and Rescue Services. 3. Review scheme of delegations to ensure Area Commander level leaders have appropriate delegated authorities.		1. Complete 2. April 2018 3. April 2018		1. Chris Strickland 2. Rick Hylton 3. Rick Hylton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					



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

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R109	There is a risk that if we do not move to National Operational Guidance policies and procedures that are considered best practice, if we have an incident it may lead to the death or injury of an individual and the organisation exposed to corporate manslaughter.	Callum Faint	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Team established to review National Operational Guidance documents as they are released to determine required actions. 2. Audit completed by the National Operational Assurance Group. 3. Taking part in the regional collaboration group looking at National Operational Guidance. 4. Internal Operational Assurance plan and strategy in place to sample performance against National Operational Guidance. 5. Exercise schedule to test National Operational Guidance. 6. Two year action plan for health and safety (DMS 481250) to be implemented.		1. Complete 2. Complete 3. Ongoing 4. Complete 5. Ongoing 6. December 2019		1-6. Wayne Swales	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Operation Support Group, health and safety and training now co-located to ensure policy is influenced by National Operational Guidance, risk assessed and delivered to the organisation.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R121	There is a risk that the inspectorate process is an unknown that we need to prepare for, if we are unprepared we could not give a fair representation of ourselves leading to reputational damage and unnecessary resources being expended to fix the damage.	Chris Strickland	Reputation	15	10
Mitigation activities		Target completion		Owner	
1. Working to understand the current process in the police. 2. Commit appropriate resources to understand the police process. 3. Take part in a police internal mini Police Effectiveness, Efficiency and Legitimacy Programme review. 4. Work with the police to undertake a mini Police Effectiveness, Efficiency and Legitimacy Programme review at CFRS. 5. Volunteer to take part in the formation work for the Police Effectiveness, Efficiency and Legitimacy Programme. 6. Put in place communication strategy to raise awareness with the wider organisation. 7. Put in place virtual team to facilitate inspectorate process once initiated.		1. Complete 2. Ongoing 3. Complete 4. Complete 5. March 2018 6-7. Complete		1-4. Tamsin Mirfin 5. Chris Strickland 6. Tamsin Mirfin and Hayley Douglas 7. Tamsin Mirfin	
Comments					
This risk has reduced over the last six months with the work that we have been conducting to understand the police inspectorate process. The mitigation actions are now moving towards preparing the organisation for an inspection process. We may see this risk reducing further over the next six months.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholtime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Rick Hylton	Service Delivery	16	6
Mitigation activities		Target completion		Owner	
1. Raising awareness via Managers Seminars and Chief Officers Advisory Group. 2. Integrated Risk Management Plan Group owned work stream to communicate and plan activities to address risk. 3. Talent management work stream in place. 4. Review of assessment process. 5. Review of development plans. 6. Staff engagement.		1. Complete 2-5. January 2018 6. Ongoing		1. Callum Faint 2. Integrated Risk Management Plan Group 3. Tamsin Mirfin 4. Sam Smith 5. Callum Faint 6. Hayley Douglas	
Comments					
This is a new risk; work is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that should our relationship with our key system suppliers deteriorate they may no longer be willing to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Ensure appropriate resilience arrangements are in place for our key systems. 2. Put in place alternative support arrangements to support systems if support is withdrawn.		1. April 2018 2. Jan 2018		1. Callum Faint 2. John Fagg	
Comments					

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register September 2016	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>

## Distribution of all Risks across the Scoring Matrix

I M P A C T	Very High	5	R114 - Capacity to deliver risk visits to non domestic premises	R011 - Negligence with regards to H&S R109 - National Operational Guidance	R074 - Assurance of On-call skills R121 - Inspectorate processes R141 - Mobilising system Support	R093 - ESMCP sustainability (Issue) R140 - Operational Competency levels	R094 - Cyber attacks R130 - Unknown impacts of the GDPRP
	High	4	R003 - Unable to respond to Government initiatives R082 - SFRS desire to continue with CFC	R046 - Skill sets to deliver Programme R069 - Mis- mobilisation of SFRS R119 - Increase in RTCs R115 Fire Safety Requirements and PFI buildings R135 - Grenfell Tower Response - service delivery R136 - Grenfell Tower Response - reputation	R118 - Growth in the County R132 - Major incident impacts normal service delivery	R010 - Lack of Controls around H&S Legislation R072 - Investment required in ICT and insufficient capacity to deliver R075 - Sustainability of On-call model R112 - Availability vs. Demand R137 - Succession planning - Leadership & Management Skills	R084 - Lack of information from ESMCP (Issue) R085 - Timescales of ESMCP P091 - ICT Shared Service Joint administration R133 - Mobilising system not ESN compliant - service delivery R134 - Mobilising system not ESN compliant - financial impact (issue)
	Medium	3	R013 - Do not articulate clear plans for long term vision R014 - Planned steps to achieve the vision are not in place R034 - Government cuts impact organisation relationships -internal R040 - Bullying and harassment due to government cuts R056 - Lack of awareness of legislation E&D R057 - Lack of controls around legislation E&D R058 - Negligence causes breach of E&D legislation. R071 - Service cuts impact on direction R088 - Horizon scanning for Government initiatives	R033 - Media speculation causes unease R108 - Secure email R111- Changing profile of the wholetime Service R087 - Organisational resource control R116 - Support to Peterborough City hospital R142 - Support to Addenbrookes hospital	R007 - Insufficient funding for the new demands of Government R027 - National union discussion lead to disputes R126 Capacity to deliver Service Delivery plans R100 ICT Shared Services terms and conditions	R001 - Reliance on key staff to deliver the core Service R113 - Declining incidents impact to competence R127 - Succession planning R032 - Lack of resources make goals unachievable	R008 - Insufficient funding for the current Service R117 - Aging population
	Low	2		R077 - Media speculation around government cuts	R083 - National power supplies R089 - Organisational restructure R139 - Workforce Development Capacity	R068 - Changes in the Fire Authority	R009 - Lack of awareness of H&S legislation
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1	2	3	4	5
			Very Low	Low	Medium	High	Very High
			PROBABILITY				



## POLICY &amp; RESOURCES COMMITTEE WORK PROGRAMME

## MEETINGS 2018/19

Date	Meeting	Venue
<b>2018</b>		
Thursday 25 January	1030 hours	Service HQ
Thursday 12 April	1030 hours	Service HQ
Thursday 26 July	1030 hours	Service HQ
<i>*Thursday 4 October</i>	1030 hours	Service HQ
<i>*Thursday 20 December</i>	1030 hours	Service HQ
<b>2019</b>		
<i>*Thursday 31 January</i>	1030 hours	Service HQ
<i>*Thursday 25 April</i>	1030 hours	Service HQ

*\* Dates to be agreed*

## WORK PROGRAMME 2018

Thursday 25 January 2018			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 14 December 2017	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting 11 January 2018	Rob Sanderson	
	<b><u>Decision</u></b> Fire Authority Budget 2018/19	Deputy Chief Executive	Annual
	Consultation Response – Fire and Rescue National Framework for England	Assistant Chief Fire Officer Hylton	
	<b><u>Information and Monitoring</u></b> Strategic Risk and Opportunity Management Register	Service Transformation Manager	

	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	
	Integrated Risk Management Plan Update	Assistant Chief Fire Officer Hylton	
	Comprehensive Spending Review Update	Area Commander Faint	Annual
	Work Programme 2018/19	Deb Thompson	
<b>Thursday 12 April 2018</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	<b>Comments</b>
1030	Minutes of Policy and Resources Committee Meeting 25 January 2018	Rob Sanderson	
	Minutes of Overview and Scrutiny Committee Meeting 29 March 2018	Rob Sanderson	
	<b><u>Decision</u></b> TBA		
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Work Programme 2018/19	Deb Thompson	
<b>Thursday 26 July 2018</b>			
<b>Time</b>	<b>Agenda Item</b>	<b>Member/Officer</b>	<b>Comments</b>
1030	Minutes of Policy and Resources Committee Meeting 12 April 2018	Rob Sanderson	
	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
	<b><u>Decision</u></b> Draft Financial Statements	Deputy Chief Executive	
	<b><u>Information and Monitoring</u></b> Revenue and Capital Budget Monitoring Report 2018/19	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register	Service Transformation Manager	
	Fire Authority Programme Management Monitoring Report	Service Transformation Manager	



	Strategic Workforce Development Action Plan Update	Human Resources Business Partner	Annual
	ICT Shared Service Agreement Update	Head of ICT	
	Work Programme 2018/19	Deb Thompson	

