

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 28 April 2022

14:00hr

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

AGENDA

Open to Public and Press by appointment

- 1. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 2. Minutes of the Committee meeting held 26th January 2022** **3 - 10**
- 3. Committee Action Log** **11 - 12**
- 4. Annual Review of ICT Shared Service Agreement** **13 - 24**
- 5. Strategic Risk and Opportunity Management Register – Monitoring Report** **25 - 40**
- 6. Estates projects - Update** **41 - 42**

7.	Firefighters' Pension Scheme - Update	43 - 46
8.	Commercial and Procurement activity – Update	47 - 70
9.	Committee Work Programme	71 - 74

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

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

COVID-19

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

Clerk Name:	Dawn Cave
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Cambridgeshire and Peterborough Fire Authority Minutes of the Policy and Resources Committee meeting

Date: 26 January 2022
Time: 2.05pm – 3.45pm
Place: Fire HQ
Present: Councillors: S Bywater, B Goodliffe, M Jamil, P McDonald, E Murphy, D Over, K Reynolds, P Slatter and M Smith
Officers: Dawn Cave, Stuart Smith, Chris Strickland, Deb Thompson and Matthew Warren
Apologies: Shahin Ismail

1. Election of Chair

The Democratic Services Officer called for nominations for Chair. Councillor Jamil nominated Councillor Goodliffe, and this was seconded by Councillor Murphy. There being no further nominations, Councillor Goodliffe was elected as Chair of the Committee for the 2021/22 Municipal Year.

2. Election of Vice Chair

The Chair called for nominations for Vice Chair, and nominated Councillor Jamil, and this was seconded by Councillor Murphy. There were no further nominations, Councillor Jamil was elected as Vice Chair of the Committee for the 2021/22 Municipal Year.

3. Apologies for absence and declarations of interest

There were no apologies for absence or declarations of interest.

4. Minutes of the Policy and Resources Committee held 25th March 2021

The minutes of the meeting held on 25 March 2021 were approved as a correct record, and the notes of the informal meetings held 15 July and 15 December 2021 were noted.

5. Policy and Resources Committee Action Log

The Action Log was noted.

6. Draft Fire Authority Budget 2022-23 and Medium term Financial Strategy 2022 to 2028

The Committee considered the draft Fire Authority Budget for 2022-23 and the draft Medium Term Financial Strategy (MTFS) for 2022 to 2028.

Members had been asked at the informal Committee meeting in December to support a consultation with the public based on a precept increase of 2%. Since that meeting the Service had received more information from government regarding its settlement for 2022/23.

The consultation process on the proposed council tax increase was still taking place, and feedback from that consultation would be presented to the Authority meeting in February 2022. To date, around two-thirds of respondents had supported the proposed 2% increase in Council Tax.

The budget document presented more detail than had been available at the December meeting, including individual budget lines and associated narrative. Essentially, much of the budget was on a like for like basis. With the support of the finance team, all budget holders had thoroughly scrutinised and challenged the budget being recommended. The major challenge was inflation, particularly pay inflation, and this would need to be monitored closely throughout the coming financial year.

Arising from the report, Members raised the following questions:

- Asked if the statement “This strategy estimates that increase in council tax will be approved by the Authority” (paragraph 1.2.2 of the MTFS) was on the basis that there would be a 2% increase to the precept, and it was confirmed that this was the case;
- Queried the statement “... ensuring that budget holders challenge current expenditure levels and project budgets are fully understood before any commitment is made” (paragraph 1.2.4), and asked if this should read “fully understood *and funding allocated* before any commitment is made”. The Deputy Chief Executive Officer confirmed that this was the intention and this would be revised in line with the Member’s comments;
- Queried the statement (para 2.2) “the tax base assumes an increase of approximately 1.95% for next financial year”, and asked if this was optimistic. It was noted that this was based both on experience over the last ten years, where there had been an increase of around 1% year on year, and the challenges that had arisen as a result of the pandemic;
- Noting the statement “Currently the limit is suggested as 2% for Fire Authority’s unless their Band D equivalent is within the bottom quartile of

Authority's, where it can be set at up to £5." (para 2.3), asked if this should read 5% rather than £5? It was confirmed that it was £5, as Fire Authorities in the bottom quartile had this option, but CFRS sat just outside the bottom quartile. There had been numerous discussions with the Home Office on this issue, and it had been suggested that Cost Per Head would be a better metric to use, but the Home Office had not changed this. Representations to the Home Office would continue to be made, requesting that they consider a different financial formula in future years;

- Noting the statement "The professional support service has been subject to rigorous challenge", (para 3.1), a Member asked if every function had been reviewed. It was confirmed that this was the case, and that all areas had been reviewed, from potentially low impact areas, to those which potentially had a significant impact on services. If further cuts were required, the Service would not take a "salami-slicing" approach but cuts would be made based on each department's ability to continue to deliver services. The Member asked that Members were kept informed on these matters. He also expressed concern that 50% of the staffing budget related to professional support staff. Officers commented that as explained at the December meeting, the report may be ambiguous in terms of the amount spent on support staff, and that by far the largest spend on pay is for uniformed staff, and professional support staff was around *50% of the operational staff budget* (i.e. firefighters and Control room staff):

	£'000	%
Full-time Firefighters	12,881	60
Control	1,652	8
Professional Support	6,981	32
	21,514	100

- Queried the use of the word "vision" in relation to prioritisation of Service areas ("the vision of the Authority", para 4.1.2) and suggested that the word "purpose" would be more appropriate;
- Observed that the Funding section (paras 4.3) of the MTFS did not put forward income generating opportunities, and asked if the Service was actively considering these. Officers confirmed that this was the case, and gave examples in relation to the training centre which was currently being constructed. It was noted that any income generating service would need to be set up as a trading arm, and that whilst there were successful examples of Fire Services making returns from such

activities nationally, there were also numerous examples of trading arms which were only breaking even, running at a loss or folding;

- In response to a question on the adequacy of Reserves, it was noted that there was no national guidance on Reserve levels for Fire and Rescue Services. Across the country, it was a very wide ranging picture, with the average being around 7%. CFRS's Reserves were quite low, and it would be undesirable to see the Reserves reduce much further. Reserves had previously quite high, but this was a planned strategy in relation to the major capital projects coming forward. Replenishment of Reserves going forward was a key issue, as the Service did not benefit from regular government grants, and the increase to the precept proposed would barely cover the predicted pay rise;
- Discussed the budget pressures identified in the table setting out the anticipated budget requirements in the medium term revenue forecast, noting that the cleaning contract had been terminated in favour of employing cleaning staff in-house;
- In response to a query on borrowing, it was noted that money was borrowed through the Public Works Loan Board (PWLb) for investments such as fire appliances and major property schemes;
- It was confirmed that the two graphs in the budget book illustrating 2019/20 Cost per Head of Population (of Fire Services nationally) and 2020/21 Band D Council Tax were from two different sources, and the data sets were not quite aligned;
- Queried the assumption that "non-pay inflation will be 2%", suggesting that national indicators were that inflation was currently above 5%. The DCEO commented that the current high inflation rates were seen as transitory, but acknowledged that in the short term were likely to stay high, and inflation was the most significant concern in the coming year, especially pay inflation;
- Queried the statement "The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times..." in the Treasury Management section. It was noted that whilst this was self-evident, inclusion of this statement was required by the Treasury Code;

A Member expressed concern on the multiple references to using Reserves, which appeared to be more frequent than in previous years, especially to fund revenue expenditure. In relation to the specific example of the pay award for support staff, it was noted when the budget had originally been prepared, a

Public Sector pay freeze nationally was proposed, but there was now expected to be some pay award for support staff. On a related issue, a Member asked where the areas of underspend had been, and if expenditure in those areas was likely to return to normal. Officers outlined the areas where there had been underspend e.g. transportation due to the pandemic, and how underspends and Reserves had been utilised in the current year for items such as emergency medical training for firefighters. Members also noted the table of Earmarked Reserve Breakdowns for 2020/21 to 2024/2025.

A number of Members expressed concerns on the anticipated inflation rate, given that headline inflation rates were currently above 5%, and that this posed a risk in relation to escalating pay, fuel, utilities, and other day to day running costs for the Service. Officers stressed that the budget presented was very much a standstill budget. The government would shortly be releasing a White Paper on how pay would be negotiated in future. Whilst the Service was moving to renewable energy and sources electric vehicles, this was very much a longer term transition. The Chief Fire Officer stressed that the proposed increase to the precept was just enough to maintain the current level of service, and a level of increase below that would mean a reduction in service.

There was a discussion on how publicity may need to focus more on the Rescue side of the Service's work e.g. RTAs, floods, and also community and preventative work, so it was clear to the public that the Service did not just deal with fires. It was noted that in terms of provision of the Service, the total cost was around £75 per annum for the Council Tax payer, but in terms of per head of population, it was around £35 per year. Give the constant availability of the service, and highly skilled and very responsive nature of the Service, this offered exceptionally good value. A Member commented that any media appearances relating to policy or budget areas should be undertaken by Members, not officers.

A Member observed that the proposed increase in the precept was below inflation, and there was a risk of above 2% increases in pay. Another Member observed that over the last ten years, there had been repeated cuts to the Fire Service's budget, but it was also noted that a number of key projects had still been realised e.g. the training centre.

In response to a Member question, officers outlined how Fire and Rescue Services nationally all had different histories in terms of funding and governance, which accounted for some of the considerable differences in terms of current precept and reserve levels, but recognition of this diversity was not reflected in the government approach to Fire Services.

Speaking on behalf of the Conservative Group, Councillor Reynolds expressed disappointment about plans and provision made for future years, and whilst technically a balanced budget had been presented, he felt there was inadequate provision for leaner times in future, with an overreliance on the expectation that funding would be raised through Council Tax. For those

reasons, the Conservative Group would not be supporting the budget and would be abstaining from the vote.

In response, a number of Members felt that this was an unfair attack on the professionalism of officers, who had presented a thorough and detailed report, and responded at length to Member questions. They also asked why the Conservative Group had not produced an alternative budget. The situation being faced by CFRS was not unique in terms of reduced funding against increasing inflation, and was being faced by Fire Services across the country.

The Chief Fire Officer shared the concerns expressed about the financial position in the medium to long term. Significant work had been undertaken by officers on contingency plans for budget shortfalls, should these occur, which officers were happy to share with Members. There were ultimately very few areas where savings could be made without impacting on front line services, given that 80% of the total budget was staff pay. He stressed that the officer team welcomed discussion and challenge, which helped Members have a much clearer understanding of the issues involved.

It was resolved, by a majority, to:

1. review the budget book attached at Appendix 1 and endorse the recommendations detailed on Page 22 within it:
 - (i) that approval is given to a Fire Authority budget requirement of £31,226,300;
 - (ii) that approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £22,214,110;
 - (iii) 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 (296,307):

Band	Authority Tax	Band	Authority Tax
A	£49.98	E	£91.63
B	£58.31	F	£108.29
C	£66.64	G	£124.95
D	£74.97	H	£149.94
 - (iv) That approval is given to the Prudential and Treasury Indicators as set out on page 11 of the report;
 - (v) that approval is given to the Treasury Management Strategy Statement on pages 10 to 17 of the report;

- (vi) That approval is given to the Capital Programme detailed at page 9 of the report;
 - (vii) That approval is given to the Minimum Revenue Provision Policy Statement detailed on page 18 of the report.
2. review and endorse the medium term financial strategy attached at Appendix 2 to the report

7. Fire Authority Programme Management - Monitoring Report

Members considered a report that provided an update on projects for 2021/22.

Officers detailed progress with the Type 3 projects

Review of operations – the brief for this project was being re-scoped to include all levels of operational response. It was confirmed that this included all levels of staff, from senior management to retained staff. It was confirmed that the “significant interdependencies” referred to related to issues such as the wider funding environment. There was a discussion on the issues with unions.

Replacement ICCS and Mobilising Solution – the reasons for delay, including the pandemic, were noted. However, good progress was being made and the site testing had been completed in December, and training had commenced.

ESMCP (Emergency Services Mobile Communications Programme) – the main risk for this government-led project was that the timescales would slip.

Day Crewed Shift System Project – the agreement sits with the FBU at a national level, and there had been no further progress with the FBU at this level. Locally the FBU had been proactive and were not objecting to the proposals.

Huntingdon relocation – was ahead of schedule, and a Member visit would be arranged in the near future. **Action required.**

Training Centre Review – negotiations had been completed and the new shift proposal had been rejected. Officers explained this history to the staffing issues, including the staffing structure and the processes which need to be undertaken in order to implement the new shift system. In response to a Member question, it was confirmed that the move to the new training centre would not be an issue, as all parties were working to a collective agreement.

NFCC Fire Protection Grant Project – a report would be presented to the full Fire Authority meeting updating Member on the impact of the Buildings Safety Bill. There had already been grants to increase capacity in relation to fire protection and enforcement. Twenty “in scope” buildings had been identified in terms of cladding. In tandem with this work, technological changes e.g. capacity to work remotely via iPads, was being rolled out.

With regard to the Co-responding project, Members noted the progress made with the East of England Ambulance Service, following the appointment of their new Chief Executive and operational officer who was very supportive of the Co-responding project. The history of the co-responding project was noted, including the issues with unions. Members were very pleased to note the progress made, especially in light of the difficulties experienced in the past with this worthwhile project, and asked for their thanks to be passed on to everyone involved.

It was resolved unanimously to:

note the Programme Status Report, as at December 2021, attached at Appendix 1 of the report.

8. Policy and Resources Committee Work Programme

The Committee Work Programme was noted.

Fire Authority
Policy and
Resources
Committee

Minutes - Action Log

This is the updated action log as at 20 April 2022 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

Minutes from the 15 December 2021 Committee					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
11	Policy and Resources Committee Work Programme	Democratic Services	Although the meeting on this date was informal, it was agreed that there would be a seminar prior to the Fire Authority meeting in February 2022.	Update 20 April 2022 Seminar held on the morning of 10 February 2022.	Completed
Minutes from 26 January 2022 Committee					
7	Fire Authority Programme Management – Monitoring Report	Scrutiny and Assurance Manager	Huntingdon relocation: a Member visit would be arranged in the near future.	Provisionally scheduling a site visit on the morning of 16 June 2022; details to be advised.	Ongoing

To: Policy and Resources Committee

From: Head of ICT and OHU – John Fagg

Presenting officer(s): Head of ICT and OHU – John Fagg

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Date: 28 April 2022

Annual Review of the operation of the ICT Shared Service Agreement

1. Purpose

- 1.1 The purpose of this report is to inform the Policy and Resources Committee of the outcome of the annual review of the operation of the ICT Shared Service Agreement (Schedule 4), for the period 1 January 2021 to 31 March 2022, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

2. Recommendations

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

3. Risk Assessment

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

4. Background of the ICT Shared Service

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

5. ICT Shared Service Agreement and Review

- 5.1 The ICT Shared Service Agreement sets out the scope of the service and includes amongst others the arrangements for accommodation, an asset register, costs and liabilities, insurance, staffing, finance and intellectual property.
- 5.2 The Agreement requires the establishment of an ICT Shared Service Governance Board and Schedule 4 of the Agreement sets out the functions and powers of the Board. A copy of Schedule 4 to the Agreement is shown at Appendix 1.
- 5.3 Schedule 4 also requires that an annual review of the operation of the Agreement is carried out. The review is passed to the ICT Shared Service Governance Board and subsequently reported to the structures in each Authority accordingly.
- 5.4 This report puts forward the summary of the review for the period covering 1 January 2021 to 31 March 2022.
- 5.5 The review covers the following areas as set down in Schedule 4 of the Agreement;
- the quality of the shared service,
 - the effectiveness of budgetary and financial management arrangements,
 - the effectiveness of systems, processes and procedures,
 - development in legislation and policy guidance,
 - planning for the development of the shared services.

6. Executive Summary of the Review of Operations 1 January 2021 to 31 March 2022

- 6.1 Throughout 2021/22 the ICT Shared Service operated within the restrictions of the pandemic ways of working. Some staff worked from home in isolation however the user support and network teams needed to provide support on site and so often attended premises.

- 6.2 Despite the challenges, the ICT Shared Service maintained a high level of support to users, whether working on site or remotely at home. It also successfully delivered key projects within both organisations and technical upgrades.
- 6.3 Both organisations have started the journey to migrate their ICT services into the cloud environment. This change will have an impact on the ICT Shared Service requiring new skills and possibly a reorganisation of resources. A new Service Delivery Manager is starting in April 2022 to replace the existing manager who is retiring. This will also provide an opportunity to further review the ICT Shared Service operations.
- 6.4 The demand on the resources of the ICT Shared Service continues to be a challenge. It is essential that all new projects are properly considered and individually resourced to ensure demands placed upon it are manageable.

7. The Quality of the ICT Shared Service

- 7.1 The quality of the ICT Shared Service is reviewed throughout the year through the ICT Shared Service Governance Board, including the extent to which the aims and outcomes of it have been met and its effectiveness. The quantitative aspects of the ICT service are a measure of its adherence to Service Level Agreements (SLA's) and Key Performance Indicators (KPI's) as well as customer surveys and monitoring of project delivery.
- 7.2 Customer Focus – one of the key aims has always been to embed customer focus within the ICT Shared Service as this aspect encompasses not only day to day service delivery but also the engagement with customers for both organisations.
- 7.3 The service desk module of the new service management tool (HALO) is now being used to manage ICT incidents. It provides a user portal that enable users to log incidents and monitor progress. The new system is also capable of providing automated workflows to assist areas such as change management, configuration management database and asset management. However these parts of the system need to be developed. The aim is to implement the additional modules to improve the operation of all teams within the ICT Shared Service and support the alignment to Information Technology Infrastructure Library (ITIL) best practices. This will further improve the customer focus of the ICT Shared Service.
- 7.4 The new system automatically canvasses users for their level of satisfaction with how their incident was handled and any additional comments they may have every time an incident is closed. This year we have undertaken an analysis of these responses to gauge user satisfaction instead of the annual survey which was receiving low levels of engagement. The results of the analysis are detailed below and historic information is set out in a table for information.



CFRS							
Question	2010	2014	2015	2017	2018	2019	2020
The ICT Service is important to you	5.9	6.54	6.35	6.30	6.1	6.4	6.64
The ICT systems are available when you need them	4.6	4.97	5.28	5.88	5.1	5.5	6.01
The ICT systems are generally reliable	4.3	4.0	4.67	5.44	4.6	5.1	5.69
The speed of the ICT systems are acceptable	3.4	3.01	3.91	4.76	3.4	4.5	5.33
You have had sufficient ICT training	4.3	4.41	4.78	4.85	4.5	4.3	5.04
The ICT team responds to your problems quickly	4.4	4.53	5.29	5.95	5.4	5.5	6
The service desk keeps you informed of progress	5.0	4.81	5.15	5.74	5.4	5.4	6
The support from ICT meets your needs	4.6	4.56	5.2	5.89	5.5	5.5	6.01
ICT staff have a high level of technical competence	4.9	5.17	5.53	5.92	5.6	5.7	6.15
ICT staff are easy to contact when needed	4.2	4.56	5.03	5.84	5.3	5.4	6.13
ICT staff are able to diagnose problems accurately	4.7	5.06	5.23	5.78	5.4	5.5	5.95

ICT staff have helpful attitudes	5.0	5.81	5.88	6.18	5.9	5.9	6.31
You know what level of support to expect	4.7	4.97	5.38	5.84	5.7	5.6	6.28
ICT support is available when you need it	4.1	4.43	5.21	5.67	5.1	5.3	6
ICT effectively supports the fire and rescue service strategic objectives	4.4	4.48	4.69	5.50	5.1	5.1	6.01
ICT provides you with accurate information	4.6	4.76	4.84	5.71	5.3	5.4	6.05
You have a good working relationship with ICT	4.9	5.29	5.69	5.99	5.6	5.9	6.32
Good communication channels exist with ICT	4.5	4.32	4.71	5.39	5.2	5.3	5.81
Your overall opinion of the quality of the ICT service	4.5	4.58	5.1	5.90	5.3	5.5	6.13
Your overall satisfaction with the ICT service	4.4	4.36	4.93	5.86	5.1	5.5	6.03
Average score	4.57	4.73	5.14	5.72	5.23	5.42	5.99

7.6 The Impact of COVID-19 - despite the lockdown and restrictions on working arrangements enforced by the pandemic, the ICT Shared Service has provided a stable and reliable ICT infrastructure throughout. Performance against incident management has dropped slightly but this is largely due to increased fix times for some faults due to the large number of staff remote working in both organisations.

7.7 The ICT Shared Service continued to progress and deliver internal projects and support organisation driven projects with minimum impact.

7.8 The following provides a high level overview of key works undertaken over the reporting year in CFRS;

- replaced the Mobile Device Management (MDM) system with Microsoft Endpoint Manager resulting in cost savings,
- deployed new image to all Mobile Data Terminals (MDTs),
- deployed new Gold image to laptops,
- built and deployed new Geospatial Information System (GIS) PCs,
- deployed new resilient Wi-Fi networks across all sites,
- continued the refresh and deployment of new laptops,
- maintained ISO27001 accreditation,

- assisted the new SharePoint system projects and wider Microsoft 365 implementation,
- assisted with technical aspects of the replacement Integrated Communications Control System (ICCS) and mobilisation system project,
- upgraded several database systems.

9. The Effectiveness of Budgetary and Financial Management Arrangements

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

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

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

April 2020 to March 2021	BFRS	CFRS	Total
Total costs of ICT Shared Service staff	£522,606	£469,636	£992,242
April 2021 to March 2022	BFRS	CFRS	Total
Total costs of ICT Shared Service staff	£503,670	£494,863	£998,533

10. Time split between Services

10.1 The consumption of staff resources by each organisation has a direct impact on annual costs and as such are scrutinised as part of the annual review. The demands placed onto ICT compared to staff available show that a lean environment exists. The shared service arrangement effectively provides a method of financial risk mitigation in that, where an organisation consumes less resource it does not pay for it, as a lean environment exists in which demand outstrips supply there is no risk of over-supply of ICT resources.

10.2 The original expectation was that the resource demands on the ICT Shared Service from each organisation would be split roughly 65:35 between CFRS and

BFRS, with CFRS taking the larger amount. This was based on the number of sites in each organisation as well as the larger user base in CFRS.

- 10.3 To date this expectation has not proved accurate. BFRS continue to consume more resources than CFRS. It is positive however that more joint activities are being undertaken resulting in a greater proportion of shared costs (table below refers).

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

11. Capital Investment

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

12. The Effectiveness of Systems, Processes and Procedures

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

13. Project Delivery

- 13.1 The ICT Programme Board continues to manage the project work being undertaken by the ICT Shared Service. The Board comprises the Heads of IT for each organisation, ICT Shared Service Delivery Manager, ICT Shared Service Project Manager, ICT Shared Service Infrastructure Manager and the ICT Shared Service Support Manager.

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

14. Development in Legislation and Policy Guidance

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

15. Planning for the Development of the Shared Service

- 15.1 **Establishment** – the establishment of the ICT Shared Service has remained stable over the majority of the past 12 months with very little change in personnel. Since pandemic restrictions have been eased, three members of staff have left the Service (including the retirement of the ICT Shared Service Delivery Manager), with two posts successfully recruited against. The remaining post remains out for recruitment.
- 15.2 **Transport** - a car and a van are provided by CFRS and two cars by BFRS. This is a reduction of two vehicles as a result of the pandemic lockdown and changes in working practices. The number of vehicles is proving adequate at present to travel around the sites as necessary to address incidents and attend meetings. This may need to be reviewed once new ways of working are confirmed.
- 15.5 **Terms and Conditions** - the variances in terms and conditions between the two organisations have not had a major impact on staff but have complicated the roles of managers. A pragmatic approach is taken wherever possible to harmonise requirements as much as possible, although no formal agreement has been reached between the organisations to rectify this problem.
- 15.6 **Resilience** – the ICT Team continues to provide 24x7x365 cover for mission and business critical systems. Additionally the ICT Service Desk operates from

0800 to 2100 hours Monday to Thursday to enable On-Call staff and those on shift patterns to access ICT assistance in a timely manner.

- 15.7 Changing Technology – progress has been made throughout the year migrating services onto Microsoft 365 in the cloud environment. This work will continue in the coming year. A cloud telephony system has been deployed in BFRS in preparation for the retirement of the Public Switched Telephone Network (PSTN) in 2025. A similar solution will be deployed in CFRS during 2022/23. All technical staff will require development of their technical skills to enable us to support more applications in the cloud environments. It is likely that the structure of the ICT Shared Service will need to be reviewed next year as more services are migrated to the cloud.
- 15.8 Governance - the ICT Shared Service is governed through the ICT Shared Service Governance Board. The Board meets on a monthly basis to monitor progress. Both partners have established organisationally focussed ICT strategies which are underpinned by an ICT Shared Service Technical Response Plan.
- 15.9 A key challenge for the Governance Board is to manage the expectations of each organisation. Demands on resources are sometimes individual to a services business priorities and risk appetite. Therefore the Board looks to align business priorities, remove conflicts and align work streams and funding availability to maximise the benefits of a shared service.
- 15.10 The KPI reports showing performance against the ICT Shared Service Catalogues are published monthly. The reports detail performance for each organisation on a monthly and rolling six monthly basis. These reports are scrutinised at the Governance Board meetings and progress is monitored.

16. Conclusion

- 16.1 The review of the operation of the ICT Shared Service has demonstrated that progress has been made in developing services and improving technology provision despite the current challenging environment.
- 16.2 A number of significant projects have been delivered during this reporting period, as well as responding rapidly to the requirement for new ways of working.
- 16.3 The ICT Shared Service continues to provide a value for money solution in supporting technology provision for both CFRS and BFRS.

Source Documents

ICT Shared Service Governance Board Schedule 4 Agreement

Location: Fire Service HQ, Hinchingsbrooke Cottage, Huntingdon

Contact: John Fagg, Head of ICT and OHU john.fagg@cambsfire.gov.uk

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

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

1.2 Role

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

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

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

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

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

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

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

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

ii. the effectiveness of budgetary and financial management arrangements,

iii the effectiveness of systems, processes and procedures,

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

1.3 Responsibilities

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

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

1.4 Membership

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

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

1.5 Chairmanship

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

1.6 Frequency of Meetings

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

1.7 Quorum

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

1.8 Decision making

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

1.9 Support

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

To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer: Deputy Chief Executive Officer (DCEO) – Matthew Warren
Telephone: 07786 023436
matthew.warren@cambsfire.gov.uk

Date: 28 April 2022

Strategic Risk and Opportunity Management Register – Monitoring Report

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at April 2022, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to review and note the strategic risk report.

3. Risk Assessment

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

4. Background

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

- 4.3 The risk register has been refreshed with the current risks reviewed and assessed for their 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 considered. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Strategic Risk Review

- 5.1 Cyber-attacks remain one of the highest risks posed to the Service with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats.
- 5.2 Two new risks have been added to the risk register around electric vehicle charging and large battery power storage centres. As new technologies emerge, develop and grow these present new risks; we are working with the appropriate bodies to mitigate and reduce these risks.
- 5.3 This quarter, we have seen several of the risks relating to COVID have reduced and accordingly these risks have been closed.

- 5.4 The Emergency Services Mobile Communication Project (ESMCP) remains in our high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.5 The risk regarding our current training facilities is mitigated through our new fire station and training centre being constructed in Huntingdon.
- 5.6 There are several risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our integrated risk management plan (IRMP) and we have several work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service. The core impact to most of these risks is our capacity to deliver and this may mean that we are managing priorities to ensure that we are working effectively with the resources that we have available.
- 5.7 We have also seen new risks emerge around the work generated from external sources, the key impact here is from the work of National Fire Chiefs Council or NFCC to deliver fire standards. Our mitigations are to review and conduct gap analysis against these to establish the work required to comply and build these into our plans. We have put in place oversight of these internally to ensure that we prioritise them appropriately, that we mitigate any high risks presented and schedule lower risk activities accordingly.

6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation (April 2021). 2. Internal Audits scheduled. 3. Engaged with Supplier to work with them to produce a three year cyber strategy.		1. Complete 2. Complete 3. Complete		1. J Fagg 2. D Wilkinson 3. J Fagg	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R204	There is a risk that a fire involving large scale electric vehicle charging (EV) and incidents at large battery storage systems would present a significant challenge to our capacity and capabilities.	Stuart Smith	Service Delivery	25	15
Mitigation activities		Target completion		Owner	
1. Engagement with NFCC lead groups for EV.		1.December 2022		1. S Thompson	

Comments
This is a new risk to the risk register. The Service is engaging with NFCC and our regional working groups to ensure appropriate plans are developed and in place.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R205	There is a risk that due to a lack of UK national guidance and legislation for electrical charging points and large battery energy storage sites this may make regulating and enforcement activities challenging.	Stuart Smith	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Engagement with developers, installers, NFCC lead groups for EV. 2. Continued work with local authorities planning departments, 3. Enforce Fire Safety Order where we can.		1. December 2022 2. December 2022 3. December 2022		1. S Hedger 2. S Hedger 3. S Hedger	
Comments					
This is a new risk the Service is engaging appropriately with local authority department.					

6.2 There are four **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.	Jon Anderson	Financial	25	25
Mitigation activities		Target completion		Owner	
1. Awaiting Home Office Full Business Case.		1. Ongoing		1. J Barlow	
Comments					
This risk sits outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing. A recent business case has been released however incomplete financial information precludes the Service being able to calculate future costs.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Service's priorities e.g., ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	Jon Anderson	Service delivery	20	12
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing of four. 2. Reviewing of targets.		1. March 2022 2. March 2022		1. S Newton 2. S Newton	
Comments					
Riding our appliances with the correct numbers must take priority.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	Jon Anderson	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover.		1. September 2022		1. S Thompson	
Comments					
Controls already in place, utilisation of On-Call standbys, consultation with Fire Brigades Union to be able to utilise wholtime staff as an On-Call strategic reserve, provision of alternative appliances, introduced phased response, introduced 25% contracts and succession planning is in place. Work is ongoing and progressing in this area, to improve the working experience of On-Call staff and how we shorten the recruitment timescale to retain staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service.	Jon Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Network coverage testing to be undertaken with Cambridgeshire Constabulary. 2. Home Office alternative solutions / extended areas applied for.		1. May 2022 2. May 2022		1. J Barlow 2. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback into the central project for resolution as required.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it could mean we are not able to train in some capabilities.	Simon Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Project governance is in place affording continual oversight and management of this risk. 2. This project has been identified as a Service priority for 2022/23. 3. Build in progress some supply chain issues and staff change within project team but completion estimated for September 2022 with a move date of January 2023.		1. Ongoing 2. Complete 3. January 2023		1. M Warren 2. COG 3. M Warren	
Comments					
Work is ongoing and progressing positively.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community’s diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services.	Sam Smith	Service Delivery	15	9
Mitigation activities		Target completion		Owner	
1. Deliver outcomes from agreed Inclusion Plan (refreshed and updated summer 2021). 2. Business Case to authorise additional funding for Positive Action Officer Roles until March 2024.		1. March 2024 2. Complete		1. C Doody 2. S Smith	
Comments					
Work is ongoing and progressing in this area, we have already run ‘Have a Go’ days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types and fewer calls than a decade ago operational competence is not sustained, especially on stations with low call demand.	Simon Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. Fire safety scenario (multi operational training) for core competencies and delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the training centre review what duty system (model) needs to be provided to be able to deliver the programme. 3. Ongoing investment to upgrade training facilities within county.		1. June 2022 2. Ongoing 3. December2022		1. V Best 2. W Swales 3. S Newton	
Comments					
Work is progressing on the mitigation activities to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	Jon Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded. 2. Crews of three and removal of 13.5m ladders.		1. July 2022 2. July 2022		1. S Newton 2. S Newton	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that do present an elevated risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	Stuart Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Review findings from latest version of Risk Based Audit Programme (RBAP). 2. Uplift grant project to identify further opportunities. 3. Succession planning and increasing capacity of Protection Team. 4. Working closely with Local Authority, monitoring agreed works to remove cladding from the one premise identified. 5. Target tall premises through newly formed county risk analysis group. 6. Target medium buildings (under 11/18m) to understand additional cladding risks.		1. Closed 2. July 2022 3. July 2022 4. Complete 5. Ongoing 6. Ongoing		1. S Flemming 2. S Hedger 3. S Hedger 4. S Hedger 5. S Hedger 6. S Hedger	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. RBAP in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R188	There is a risk that the representative bodies national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress.	Jon Anderson	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.		1. Ongoing		1. J Anderson	
Comments					
We have embedded and established engagement with local representative bodies. The processes and negotiation routes established and working well. This risk is kept under review and the situation monitored as it develops.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that reliance on key staff, if key staff leave or are absent this may lead to the Service being unable to deliver core services and or resilience to support incidents.	Chris Strickland	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation. 3. Ensure the other benefits of joining a public sector		1. 31 December 2022 2. Ongoing communications in place 3. Ongoing		1. S Smith 2. S Smith 3. S Smith 4. C Strickland 5. T Mirfin	

organisation as part of the job attraction rather than pay. 4. Continue to be open with the organisation about current challenges and offer support where required. 5. Prioritisation of activities in the IRMP to help focus workforce activities.	4. Ongoing 5. Complete	
Comments		
This risk has increased and has risen to a high risk. This is due to the pandemic and impacts to staffing levels as well as changes to working habits meaning more working from home has opened up greater opportunities in the job markets.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e., Health and Safety/ asbestos exposure/legionella/operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	Jon Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. The representative bodies have launched their de-contamination campaign they are encouraging firefighters to sign up to a national register. The Service will monitor this and engage in conversations with NFCC. 2. We continue to monitor this and continue to update and review our internal policy and guidance that we have in place.		1. Ongoing 2. Ongoing		1. B Fawcitt (OSG) 2. B Fawcitt	
Comments					
We employ specialists to provide advice and guidance in Health and Safety. Information has been disseminated to stations in the same place at each station. Raised awareness through Health and Safety representatives. Incident monitoring to review Health and Safety. Health and Safety conduct six monthly visits to stations to assess level of compliance with requirements. Conducted a mini-PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness. ISO 45001 Accreditation audit completed. Looked to see if national standard operating procedures can be utilised in Cambridgeshire (South East WOW). Resulted in new Contamination Policy. Training and assessments of competency levels available via ILearn and deployed July 2020.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R032	There is a risk that owing to resources levels it may take the Service longer to achieve its aims and goals which may become unachievable.	Chris Strickland	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Inform Authority Members of any potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions. 3. Need to put plans in place for how we will manage impacts on our revenue budget, planning being conducted as part of IRMP 2020/24; comprehensive spending review project is up and running. 4. Review the draft IRMP action plan to ensure that our resources are prioritised, and we are clear on our realistic expectations within our resource constraints. 5. Review of operational review project that will consider all areas of operational delivery to look for flexibility and efficiency.		1. Fallback 2. Monthly 3. May 2022 4. March 2023 5. December 2022 6. March 2023		1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Newton 6. C Strickland	

6. Prioritisation of activities in the IRMP and review regularly at COAG to be clear about what we can and cannot achieve with our resources.		
Comments		
This risk has increased to reflect the current position.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	Jon Anderson	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover.		1. September 2022		1. S Thompson	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R206	There is a risk that if we do not comply with the fire standards being released from NFCC we will not be in line with best practice and could receive challenge and national criticism especially in the event of an operational incident.	Stuart Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Operational preparedness. 2. Emergency Response Driving. 3. Operational competence. 4. Operational learning. 5. Prevention. 6. Protection. 7. Safeguarding. 8. Community Risk Management Planning. 9. Code of Ethics. 10. Fire Investigation - (standard to be published as the consultation has happened). 11. Emergency Preparedness and Resilience - (standard to be published as the consultation has happened). 12. Data Requirements and Management - (standard coming May 2022). 13. Leadership and People - (standard coming September 2022).		1 – 9 December 2022 10 – 13 TBC		1. V Best 2. V Best 3. V Best 4. B Fawcitt 5. E Miller 6. S Hedger 7. D Bentley 8. T Mirfin 9. S Smith 10. K Turner 11. J Sherrington 12. N Smith 13. S Smith	
Comments					
For each fire standard published the Service is actively engaging in the consultations and completing gap analysis to understand the degree to which we comply and to identify any required actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that if we do not continue to actively engage with the vision zero partnership (road safety) the partnership will not be able to achieve its objectives of no road deaths or injuries.	Stuart Smith	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Actively engage with vision zero, sharing resource where possible to engage with young people. 2. Seek opportunity to enhance delivery team for vision zero by CFRS hosting a post funded by the Police and Crime Commissioner.		1. December 2022 2. May 2022		1. P Clarke 2. P Clarke	
Comments					
This is a new risk and mitigation actions are in progress. The job grading evaluation is currently underway.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R208	There is a risk that we have limited resources and to ensure that we utilise these to the maximum impact in the community we must ensure that we are effectively targeting our resources.	Stuart Smith	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Station Commander (B) to Watch Commander (B) to focus on task delivery in line with the strategy. 2. National data sets to allow us to focus our activities on the correct areas.		1. In place (two year fixed contract) 2. Ongoing		1. E Miller 2. E Miller	
Comments					
Mitigations are in place and delivering controls.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R211	There is a risk that if there is a lack of information, support, structures and signposting about good mental health in the workplace, this will lead to significant instances of poor mental health in the workplace which will impact directly on our organisational effectiveness, efficiency, costs and levels of employee engagement.	Sam Smith	Health and Safety	12	6
Mitigation activities		Target completion		Owner	

1. Embed Mental Health and Wellbeing Advisor role, ensuring understanding of the purpose of the role is clear (not an in-house counsellor). 2. Delivery and evaluation of dedicated wellbeing action plan. 3. Build wellbeing related questions directly into future employee engagement survey model. 4. External review and validation of mental health and wellbeing activity (e.g., through framework such as NFCC Maturity Model, Oscar Kilo framework etc).	1. March 2023 2. March 2023 3. March 2023 4. Ongoing to be reviewed March 2023	1. J Swain & J Fagg 2. J Swain 3. H Douglas & S Smith 4. S Smith & J Fagg
Comments		
This is a new risk; mitigations are underway and delivering.		

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	Stuart Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Continue to increase our data sets to ensure targeting is as effective as possible. 2. Assess benefits of On-Call and Community Champions now undertaking safe and well visits which may help mitigate current and post risk scores.		1. Ongoing 2. September 2022		1. E Miller 2. J Ball	
Comments					
Targeted safe and well visits are part of routine watch activity supported by the Community Safety Team. Working with partners to identify and protect vulnerable people. Purchasing portal misting systems to be implemented in people's homes. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners. Reviewed safe and well has been evaluated, identified frailty index. Behavioural change review and implementing findings. On-Call and Community Champions now undertake safe and wells in our rural areas. Now sharing EEAST facilities at Melbourne, which allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R203	There is a risk that, with different experiences in signing into the ICT systems, internal communication suffers as we have lost defined channels with easy access for all staff. This could lead to communication not being received, staff not feeling informed and therefore impacting on our staff engagement.	Hayley Douglas	People	12	3
Mitigation activities		Target completion		Owner	
1. Move intranet to SharePoint. 2. Understand and utilise Office365 apps to improve internal communication. 3. Promote and encourage use of the different communication channels.		1. April 2022 2. October 2023 3. March 2023		1. H Douglas & D Reeson 2. H Douglas & D Reeson 3. H Douglas	

Comments					
This is a new risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R027	There is a risk that due to ongoing discussions/activities nationally (pay award - FBU, Government actuaries - Review of Pensions) and internal changes at CFRS there may be disputes and the potential for strikes.	Jon Anderson	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Ongoing monitoring of the situation. 2. Exercise business continuity arrangements to check that these are fit for purpose.		1.Ongoing 2. Ongoing		1. J Anderson 2. J Anderson	
Comments					
There is constant monitoring in place to understand the likelihood of this risk being realised.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - 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.	Jon Anderson	Finance	15	12
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resources plans and the skillsets we had in place to manage this; resource plans will need to be kept under review. Indicative timeline produced, awaiting full business case and baselined plan from Home Office.		1. Ongoing until we receive more information		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the Service will now be working to. Engagement and monitoring of the situation is ongoing.					

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 and skills in the team to deliver the work required.	Matthew Warren	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Project Roadmap in place and reviewed at key points. 2. Ensure that appropriate testing is in place before rolling out of all ICT related projects. 3. Effective communication plan in place and reviewed. 4. Outsource of critical works, when required. 5. CBT nuggets introduced as e-learning for staff.		1. June 2020 2. June 2020 3. March 2020 4. June 2020 5. June 2020 6. June 2021		1. J Fagg 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg	

6. Resilience plan for key individuals - discuss with J Fagg. 7. Upskill personnel in cloud technologies to enable further transitions to that technology.	7. June 2022	7. J Fagg
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R172	There is a risk that following the Brexit transition period, ending December 2020, we will be unable to share data with EU suppliers until an agreement is in place.	Danielle Wilkinson	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Await outcome of the consultation and review impacts.		1. June 2022		1. D Wilkinson	
Comments					
The UK has been awarded Adequacy, this means that data can continue to flow across the EU and UK. However this risk remains open as there is currently a consultation open to review the UK GDPR.					

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.	Jon Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Home Office full business case approved, however still awaiting the financial implications and implementation timetables.		1. Ongoing		1. J Barlow	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the service will now be working to. Engagement and monitoring of the situation is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorate suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position.	Matthew Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Financial System - support not being withdrawn as anticipated - notice of two years will be given by supplier when support will be withdrawn. Project to replace will then be initiated. 5. HR System - supplier has indicated withdrawal of support for our in-house product. Service to consider whether replacement product is affordable for us. Ongoing review.		1. Complete 2. Complete 3. May 2022 4. November 2022 5. June 2022		1. M. Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren	

Comments
Technology is kept under review at the Digital Strategy Boards to allow for forward planning of resources and budgets.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R201	There is a risk we may lose some highly skilled personnel through 'head hunting' by different industries who can now offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	Matthew Warren	Service Delivery	12	6
Mitigation activities		Target completion		Owner	
1. Recruitment team to research, test and evaluate new and innovative attraction methods and to explore searching for candidates in a broader geographical area. 2. Recruitment team to highlight all cultural benefits of working for CFRS when advertising vacancies – using data and quotes from engagement survey research to showcase our cultural position. 3. Recruitment team to update employee profiles on external careers site - greater range of professional support roles to be added (showcasing some of the more technical/in-demand skillsets in particular) and to talk about the cultural / agile working benefits. 4. Ensure appropriate cross-skilling to mitigate risk and increase resilience across relevant teams. 5. Flexibility and review of market premiums where possible.		1 – 4 March 2022 5. Ongoing		1. A Grayson 2. A Grayson 3. A Grayson 4. T Mirfin/J Fagg 5. L Boucher/M Warren	
Comments					
This is a new risk that has emerged during the pandemic with employers moving to working at home models.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to a reduction in the level of service.	S Newton	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Continue to provide opportunities to develop staff in Combined Fire Control. 2. Continual review and workforce planning to ensure sufficient staff and skills. 3. Applying proactive approach to flexible working in Combined Fire Control.		1. Ongoing 2. Ongoing 3. Ongoing		1. S Newton 2. S Newton 3. J Illingworth	
Comments					
Combined Fire Control staff have attended Insight Programme, promotion processes and undertaken learning and development courses. Recognising the impact of the ICCS and mobilisation work we have increased resources into the project team, provided support from the Combined Fire Control staff and ensured close engagement between project and all Combined Fire Control staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	Chris Strickland	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles. 2. Introduction of coaching and mentoring scheme. 3. Introduce mandatory Insights Programme at initial entry. 4. Establish a forum to look at the potential for it to happen - some focus to be given to support staff how do we replace the skill sets before the skill sets leave. 5. Keeping a close eye on people's future plans as any advanced warnings will help. 6. Look at ways to identify potential and develop individuals to progress within the Service. 7. Implementation of career management processes to look at how we can continue to develop leaders of the future and continue to motivate people and how get staff to recognise they can progress. 8. Promote and embed the career management processes, development portfolios and is actively used by all staff.		1. Complete 2. May 2022 3. May 2022 4. Complete 5. Reviewed quarterly at end of quarter. 6. Complete 7. Complete 8. December 2022		1. J Hart 2. J Hart 3. J Hart 4. M Warren 5. HoGs 6. S Smith 7. IRMP Team 8. IRMP Team	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 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	16	9
Mitigation activities		Target completion		Owner	
1. Working on new comprehensive spending review in 2021. 2. Awaiting information/understanding of impacts due to increased public spending because of pandemic. 3. Aware of settlement for Year 1 (as CSR moved back 1 year). 4. Working on everything that is possible prior to announcement of funding. 5. Budget modelling work to prepare scenarios for differing funding totals. 6. Risk to be fully assessed Autumn 2022 once we know future funding from government.		1. December 2021 2. December 2021 3. Complete 4. December 2021 5. September 2022 6. November 2022		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren 6. M Warren	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R202	There is a risk that the government funding is either not extended or not renewed after the uplift grant project ends, impacting on the fire protection team's ability to deliver against the new legislation.	Stuart Smith	Service Delivery	16	8
Mitigation activities		Target completion		Owner	

1. Engagement with Home Office and PPRU (NFCC). 2. Using the uplift grant funding for automation to help drive efficiencies in the Protection Team. 3. Continue to upskill the wider workforce, around fire protection skill sets to allow us to use our staff more effectively.	1. July 2022 2. July 2022 3. March 2023	1. S Smith 2. S Hedger 3. W Pringle
Comments		
Additional funding has been received for 2022/23 however this is still a one-off funding payment.		

GLOSSARY

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

Source Document

Strategic Risk Register

Location: Fire Service HQ, Hinchingsbrooke Cottage, Huntingdon

Contact Officer: Matthew Warren Tel: 01480 444619 matthew.warren@cambsfire.gov.uk

To: Policy and Resources Committee

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

Presenting Officer(s): Deputy Chief Executive Officer - Matthew Warren

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

Date: 28 April 2022

Estate Projects - Update

1. Purpose

- 1.1 The purpose of this report is to provide an update to the Policy and Resources Committee on ongoing estate projects.

2. Recommendation

- 2.1 The Committee is asked to note the progress against the estate projects to date.

3. Risk Assessment

- 3.1 Economic – the rising cost of building materials and supplies will increase the costs associated with improving and enhancing the estate.
- 3.2 Environmental – decisions around implementing environmental improvements will have to be considered against the return on investment. The environmental enhancement will have to consider financial risks.

4. New Huntingdon Fire Station and Training Centre

- 4.1 Good progress continues to be made on site and the developer is still on track to complete in September 2022. Owing to the completion of the outside groundworks ahead of schedule the company constructing the training building, Crofton, commenced on site in April, earlier than originally planned. At present the project is on time and on budget although the training element of the build is reporting some significant cost pressures owing to the inflationary pressure on steel prices. Discussions with Crofton regarding this position are ongoing and should anything change, the Fire Authority will be informed.

5. Sale of current Huntingdon Site

- 5.1 The Service, along with its specialist advisors, met with Officers from Huntingdonshire District Council to discuss planning on the current Huntingdon fire station site. The outline plans and reports presented were met positively

although further works are required prior to planning being submitted. The professional opinion is that the site will be more valuable with planning consent granted and will also better inform the Service of potential value.

- 5.2 The Service is aiming to ensure any sale is complete on the day the new fire station becomes operational in January 2023. This will be communicated as part of the conditions of sale.

6. St Neots

- 6.1 Cambridgeshire Constabulary achieved a positive planning consent to extend the fire station at St Neots that will enable them to be co-located on the site. The existing station will be refurbished as part of the project to extend the building and a project plan, incorporating a timescale, is currently being drafted. A clear idea on timescales will be reported back to the Fire Authority once Constabulary colleagues have completed the procurement stage.

7. St Ives

- 7.1 The Service is working with Cambridgeshire Community Services to establish the potential and value of the entire piece of land at St Ives, incorporating the fire station and NHS Health Centre. As with Huntingdon, the Service is seeking pre-application planning advice on the site and is working with a professional advisor to maximise the potential value of it. This work has commenced but will likely not be finalised before the end of the calendar year. Once complete and the Service is in a position to understand next steps and timescales, a site search will commence to enable the relocation of St Ives fire station.

8. Papworth/Cambourne

- 8.1 A full report detailing the outcome of communications with both Papworth and Cambourne Parish Councils will be presented to the Fire Authority in early June 2022. In the interim, the Service continues to work towards a transfer date next month with improvement works on the Cambourne site, to ensure it is ready for operational use, now complete. The Papworth fire station site has been valued and it is likely that it will be recommended for sale through a competitive bidding process. A further update on this aspect will also be presented to the Fire Authority in June 2022.

Source Documents

Location:

Various Fire Authority Reports and Minutes
Fire Service HQ
Hinchbrook Cottage
Huntingdon

Contact Officer:

Matthew Warren
01480 444619

matthew.warren@cambsfire.gov.uk

To: Policy and Resources Committee

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

Presenting officer: Deputy Chief Executive Officer - Matthew Warren

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

Date: 28 April 2022

Firefighters Pension Scheme - Update

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with the latest position relating to immediate detriment and the Firefighters Pension Scheme (FPS) and advise a change to the recommended position.

2. Recommendation

- 2.1 The Committee is asked to note the latest position with regards to immediate detriment which is to suspend the processing of immediate detriment claims until the appropriate (legislated) safeguards are in place.

3. Risk Assessment

- 3.1 Economic – the potential liability associated with paying pensions ahead of the actual remedy being known could result in a financial liability for the Authority.
- 3.2 Legal – Home Office guidance relating to the FPS has changed therefore it is felt that it cannot be relied upon. Acting in advance of any appropriate legislated safeguards would now place the Authority at unnecessary legal risk.

4. Background

- 4.1 Following the 2018 Court of Appeal judgment in Sargeant, an interim order was made by the Employment Tribunal on 18 December 2019 which provided members of the FPS (who had brought claims) entitlement to be treated as if they had remained in the FPS 1992, as long as they were in the scheme at 31 March 2012 and 31 March 2015.
- 4.2 In January 2020, the Government position with regard to the judgment was that all entitlements, including immediate ones, should proceed under the

2015 scheme rules. This included those that were due to taper into the 2015 scheme and those due to retire.

- 4.3 In August 2020, the Home Office issued a note to FRAs with regard to immediate detriment. The note is labelled as informal guidance and highlighted that the issues raised within it are still subject to ongoing litigation and the UK Government consultation. The note was issued at the request of the Fire Brigades Union (FBU).
- 4.4 Whilst the note does provide a useful update from the previous Government position, communicated in January 2020, a number of questions remain for each FRA that were detailed in the LGA Immediate Detriment note issued in October 2020:
- what the position is for FRAs if members make decisions without all the correct information, such as pension tax relief,
 - how auditors might treat such payments under legacy terms and on what basis an FRA can rely on the guidance to satisfy auditor,
 - what risk the member accepts by having benefits paid out before the consultation has concluded, although the note does state that **all** cases will need to be revisited once the remedy is finalised.
- 4.5 Legal advice was sought by the LGA. The legal opinion, which is subject to legal privilege, didn't provide the necessary reassurance needed for this authority to proceed with all cases.
- 4.6 Further to this advice, the LGA and FBU worked to agree a position that would allow FRAs to process immediate detriment cases; a memorandum of understanding (MOU), was agreed in October 2021. At this time, based on advice from the Service, the Fire Authority approved a process to begin paying immediate detriment cases.
- 4.7 Shortly after this decision was taken, the Government withdrew the guidance note that was being relied upon within the MOU. This left the Authority and individuals potentially vulnerable to additional costs and tax charges as a result of Government through Treasury not having the appropriate legislated safeguards in place. Given this position, the Authority Treasurer, as Scheme Manager, took the decision to suspend all immediate detriment payments whilst further guidance was sought.
- 4.8 Whilst we are aware of ongoing discussions between the LGA and FBU Officials, no revised agreement has been formally agreed. Furthermore the Home Office has now issued very clear advice that immediate detriment claims should not be processed until legislation is in place, which will be no later than 1 October 2023. The letter from the National Fire Chiefs Council lead is attached at Appendix 1, which clearly outlines the current position.

Source Documents

Firefighters'/Police Pension Schemes

McCloud/Sargeant Ruling – Guidance on treatment of 'Immediate Detriment' Cases

LGA Immediate Detriment Information Note: October 2020

Location: Fire Service HQ, Hinchingsbrooke Cottage, Huntingdon

Contact officer: Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

To: Policy and Resources Committee

From: Head of Commercial and Business Support – Tracey Stradling

Presenting officer(s): Head of Commercial and Business Support – Tracey Stradling
tracey.stradling@cambsfire.gov.uk
01480 444500

Date: 28 April 2022

Commercial and Procurement activity – Update

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the commercial activity of the organisation for the financial year 2021/22, the key priorities for financial year 2022/23 and an overview of changes to Public Procurement.

2. Recommendation

- 2.1 The Committee is asked to note the contents of this report and make comment as appropriate.

3. Risk Assessment

- 3.1 **Economic** - throughout all commercial activity ensuring the management of costs remains a priority; there is still a degree of uncertainty post Brexit, the pandemic and current conflicts, scarcity of supplies and increasing costs.
- 3.2 **Political** – the organisation must consider how Government policy, guidance and changes to best practice can impact on commercial activity and the markets we operate within.
- 3.3 **Social** – the organisation must ensure due regard is given to social value in all commercial activity by consideration of the impact on local communities as well as ensuring our supply chains can support maximising social value for the communities we serve and the economy. We must further consider changing demographics by ensuring the goods, works and services procured are flexible enough to meet changes within our workforce, communities and supply chains.
- 3.4 **Legislative** – the organisation must ensure all commercial activity is compliant with Public Procurement (Amendment etc) (EU Exit) Regulations 2020, the Trade Co-operation Agreement as well as other relevant

legislation, including but not limited to General Data Protection Regulation, Freedom of Information and other relevant acts ensuring, at all times, the basic principles of transparency, fairness and equal treatment are carried out.

- 3.5 **Technical** – ensuring as an authority we are compliant with the requirements for e-sourcing and build appropriate requirements into all commercial activity mitigating risk and cost to the Authority, meeting all compliance requirements in relation to transparency as well as the potential to deliver increased savings. Standardising bidding and opening opportunities to bigger markets. This also leads to a reduction in administrative burden and therefore returning a cost saving.
- 3.6 **Environmental** – there is a requirement for the Authority to deliver sustainable outputs through all commercial activity and improving social impact through supply chain (Social Value Act 2012).

4. Equality Impact Assessment

- 4.1 A high level equality impact assessment (Eq IA) will be undertaken for all procurements and commercial related policies and strategies. Full Eq IA's will be undertaken for those procurements which become full implementation projects or changes to equipment, clothing and/or training which have an impact on end users.

5. Background

- 5.1 The Procurement Team was renamed in 2021 as the Commercial Team to better reflect the core function, which is to ensure our managers are aware of their commercial responsibilities and seek to drive value for money. This remains particularly important at a time of global uncertainty for the world supply chains and rising inflation.
- 5.2 The team moved to a category management approach in 2017 and its current structure is as follows;

Head of Commercial and Business Support

Category Lead	Category Lead	Category Lead
Fleet	Clothing	ICT
Professional Services	Operational Equipment	Property and Estates

- 5.3 This change was made to enable fostering of commercial relationships with key suppliers within the market to deliver goods and services in the best way for the Authority and for the commercial category lead to gain a better understanding of the supply chain and therefore early identification of risks and opportunities within the market.

- 5.4 The category structure also enables the team to build relationships with key stakeholders within the Service to best deliver their requirements whilst ensuring compliant routes to market and reduce risk of challenge for the Authority.
- 5.5 The category structure is aligned with the National Procurement Hub Category structure. The Head of Commercial and Business Support has been the National Category Lead for Professional Services with the Chief Fire Officer being the Category Sponsor. This means that the Service can build relationships with the National Procurement Hub, influence national procurement frameworks across all categories by stakeholder engagement whilst ensuring the requirements of the Service are included where possible.
- 5.6 The Commercial Team played a significant role in the Services response to the pandemic ensuring PPE met the right clinical standards. They also worked closely with the National Procurement Hub and the Local Resilience Forum to ensure sufficient and fit for purpose supplies for the sector and partner agencies.
- 5.7 As a team, they ensure that rising costs and supply chain delays are tracked to ensure all risks and impacts for the Authority are known and understood. Where possible, these risks will be mitigated but the current global uncertainty is making some commercial activities extremely challenging.
- 5.8 Commercial awareness training is a priority for all of our managers driven by the ongoing financial uncertainty, shortages in supply, escalating costs and the imminent introduction of the New Public Procurement Regulations.
- 5.9 Commercial activity undertaken in financial year 2021/22 can be found at Appendix 1.

6. Key Priorities 2022/23

- 6.1 Pipeline planning – there is a requirement for fire and rescue services to share and publish their pipeline for three to five years to support collaboration across the sector. Whilst we have always had a procurement planning day and published our 12 month pipeline we will now have to start looking further ahead and planning. This will become a live document amended as and when changes and new requirements come to light through regular meetings.
- 6.2 Preparing for the New Regulations – there is sufficient information around what is to be expected within the New Regulations, some of which is already being implemented on the back of Brexit, to start planning for this and through Cabinet Office Policy Notes. The team will be reviewing processes to ensure a smooth transition to the new regime and some of the key changes we are expecting are detailed in Appendix 2.
- 6.3 Commercial Awareness Training – The Head of Group and the team will be delivering key commercial awareness training to the wider organisation. The team will meet with their key stakeholders and the Head of Group will

deliver a presentation to other Heads of Group. The Head of Commercial and Business Support will be invited quarterly to meet with the Integrated Risk Management Team to discuss their pipeline and look at commercial opportunity within their areas. Bite size courses are also being either updated or developed to deliver to the Service on topics such as;

- Basic procurement principles,
- New Regulations,
- Supplier relationships,
- Pre market engagement,
- Innovation and specification writing,
- Value for money, including innovation, sustainability and forecasting,
- Contract management.

A basic Commercial Awareness iLearn course will also be developed and it is hoped this will be a mandatory course for middle managers.

6.4 **Value for money** – to further embed value for money into all commercial activity, as stated above, the New Regulations are putting value for money at the heart of what we do, one of the principles to be enshrined in law. In order to achieve this the team will be;

- closely monitoring off contract spend and where appropriate tendering for these goods and services,
- looking at spend across all categories and opportunities for supplier rationalisation,
- ensuring specifications are drafted appropriately and not over specified leading to unnecessary costs and stifling innovation,
- reviewing attrition rates for key products to ensure optimum stock levels that provide business continuity assurance and value for money.

6.5 **Off contract spend** – monitoring the off contract spend will continue to be a high priority for 2022. There are still some areas across the Service that can be identified as not having contracts in place and where the Commercial Team can work with the stakeholders to implement opportunities to identify potential savings opportunities through aggregation of requirements whilst ensuring compliance with legislation.

6.6 **Embedding social value and sustainability into each procurement process** – The Public Services (Social Value) Act places an obligation on public sector organisations to ensure delivery of social impact through public money. A key driver within Public Sector Procurement Reform is to further embed social value into all procurement activity and our processes, evaluation criteria and guidance will be revised to ensure this is an integral part of our tenders. In addition to this, sustainability is an integral part of the proposed new regulations therefore there is a need to develop a “Sustainable

Commercial Strategy” that aligns with the Authority’s overall sustainability aims and ensures this is considered at each tender opportunity.

- 6.7 **Modern slavery** – it is a requirement of each public sector organisation to publish a modern slavery statement and work is underway to draft this and liaise with key stakeholders. Modern slavery considerations will be built into all invitations to tender where appropriate.
- 6.8 **Embed Equality Impact Assessments (Eq IA’s)** – ensure Eq IA’s are carried out for every procurement and policy change within the commercial function.

7. Current Challenges

- 7.1 **Financial austerity and increased prices** - whilst the financial situation remains uncertain, the Commercial Team have been undertaking significant work with suppliers to minimise price increases. With the fall of sterling and economic conditions unstable, this has impacted severely on supply chains and in particular costs have risen where goods and services are imported from overseas or due to conflict and rising fuel prices and labour costs, meaning the team have to find ways of mitigating these through the drafting of requirements and review meetings with contractors.
- 7.2 **Supply chain uncertainty** – as mentioned above, challenges facing the Commercial Team currently relate to increasing prices within our supply chain and the work being undertaken to understand cost breakdowns within our contracts and where applicable rises are justified and negotiate accordingly. Due to scarcity of supplies, we are having regular discussions within our supply chains around potential for delays and not being able to meet our order quantities, making stakeholders aware of the situation and putting appropriate resilience in place. We are also ensuring the Commercial Team keep abreast of and record the impact tracker risks which continue post Brexit, post COVID and in relation to the current conflict within Ukraine.
- 7.3 **Changes to policy and legislation** – the proposed new legislation sets out to bring more flexibility and improve efficiency in public spending by simplifying the rules and regulations. Commercial awareness and value for money are very much the focus within the proposed regulations and this is a key driver for upskilling staff across the organisation in these areas. In addition to this the new regulations provide considerably more flexibility with routes to market and increased transparency requirements, this brings risk of challenge therefore a further need for upskilling across the organisation to ensure we don’t fall foul of the requirements. For the Commercial Team it means a significant overview and rewrite of our guidance, processes, reporting and contracts.
- 7.4 **Over-specifying** – there can be a tendency to over specify for both goods and services, something which the new regulations are steering us away from. Requirements and subsequent contracts being too prescriptive can

limit competition and innovation within the markets and restrict the Authority from making best use of market information and achieving value for money.

- 7.5 Ensuring early engagement – it is now more important that before embarking on a procurement process to understand what the market can deliver. This helps build better relationships with the supply chain and provides the required clear visibility of future pipelines and opens opportunities for wider markets including small/medium sized enterprises. The Commercial Team will need to be involved early to be able to consider the market position prior to any commercial decisions. This will help determine best routes to market, appropriate volumes and contractual terms from the outset.

8. Summary of Progress

- 8.1 Work is progressing well with the keeping abreast of potential supply chain issues and forecasting attrition rates and forward planning for potential interruptions has meant little disruption to CFRS through supply chains.
- 8.2 Negotiations with suppliers on proposed price increases has resulted in more realistic uplifts based on a true on breakdown of costs.
- 8.3 The team are undertaking a review of the off contract spend and third party spend.
- 8.4 The work plan for this year, based on pipeline information has been drafted in readiness for discussions with the IRMP Team and Heads of Group.
- 8.5 There has been more robust challenge to exemptions, which in some cases has resulted in a procurement exercise and savings being achieved; Appendix 3 refers to some recent examples. That said there will be times when the exemption route provides more assurance and value for money to the Authority.

Source Documents: none.

NEW CONTRACTS LET 1 APRIL 2021 - 31 MARCH 2022

**Contract
Start Date** **Contract
End Date** **Contract
Value**

FLEET CATEGORY

Chassis P280B x 4 for Pumping Appliances - Scania	27/07/2021	23/12/2036	£465,892
Provision of 4 x Pumping Appliances (Body Build) - Emergency One	04/01/2022	20/02/2036	£527,225

PROFESSIONAL SERVICES CATEGORY

Assessment & Verification Training	31/03/2022	30/03/2025	£30,000
Provision of Hazmat Training	21/05/2021	20/05/2024	£4,600
FP Level 4 Training - K P Hughes	01/11/2021	30/04/2022	£15,290
Barbour (Informa) Fire Legislation documentation/regulation subscription	01/03/2021	28/02/2023	£5,734
Incident command - Katherine Lamb Associates Ltd	01/09/2021	31/08/2024	£110,000
Leadership Training - Byron Business Solutions	01/06/2021	31/12/2021	£2,350
Outreach Annual Accreditation	01/01/2022	01/01/2023	£675
Provision of Service Maintenance for Gym Equipment on CFRS Locations	12/01/2022	31/12/2024	£28,361

ICT CATEGORY

Cyber Penetration Service for CFRS and BFRS	09/03/2022	08/03/2023	£15,200
STEP - Responsive Interim Cloud Environment and Hosting	01/02/2022	10/03/2025	£39,200
Provision of Service Flexible Credits - Responsiv Solutions	01/03/2022	28/02/2023	£11,560
Provision of Support for STEP	01/02/2022	31/03/2022	£65,210
CISCO Support for ICT Shared Service	01/01/2022	31/12/2022	£12,431
Police Digital Service WMWare ELA (2021 - 2024)	21/12/2021	20/12/2024	£44,463
Provision of Mimecast Licences through KSC Framework Y20011	12/11/2021	11/11/2022	£30,473
Provision of Media Software	15/11/2021	14/11/2023	£7,488
CFRMIS ScCourier Custom DB Consultancy Service	01/11/2021	31/01/2022	£5,000
ZOOM licence for Commercial Team	03/09/2021	02/09/2022	£120
Provision of Mobile Network Service through FW RM3808 lot 6	11/08/2021	10/08/2023	£44,000
Cyber Resilience Strategy Service for CFRS & BFRS	23/04/2021	22/04/2022	£18,200
Provision of Support & Maintenance for Station End Equipment	13/05/2021	12/05/2026	£116,102
Provision of Penetration Testing for ICT Shared Service	14/03/22	13/03/23	£15,200

PROPERTY CATEGORY

Purchase of Car Electric Chargers - Pod Points	15/02/2022	29/04/2022	£15,638
Refurbishment of Combined Fire Control Area	01/11/2021	28/02/2022	£32,414
Tenancy Agreement - 19 Uphers Lane, ELY Cambs CB6 1BA (price per annum)	18/10/2021	17/10/2025	£8,681
Repairs to Hard Landscape Paved Areas on Various Fire Stations	14/12/2021	28/02/2022	£131,789
Provision of Gas Cylinders and Propane Gas to New A27 Location at St Johns through ESPO Framework 92_21	01/12/2021	30/11/2024	£9,420
Refurbishment and Reconfiguration of B10 - Sawston and B11 - Gamlingay Fire Stations	02/08/2021	30/11/2022	£138,078

OPERATIONAL EQUIPMENT CATEGORY

Provision of Drysuits for Water Rescue	01/06/2021	31/05/2025	£79,500
Provision of Smoke Alarms under West Mids Framework	29/12/2022	28/12/2026	£15,000

PPE / CLOTHING CATEGORY

Managed Uniform Service (Contract Extension)	31/1/2013	31/3/2024	TBD
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ALSO UPDATE IN DMS # 389490

SCHEDULE OF ALLOCATED EXEMPTION REFERENCE NUMBERS 2021/2022

Ref No	Date Allocated	Company	Supply/Service Details	Value	Comments
21/22a	20/04/21	Telent Technology Services Limited	Provision of Support & Maintenance for SEE	£111,865.60	
21/22b	20/04/21	ITHQ Ltd	Consultancy for development of Cyber Security Strategy	£18,150.00	
21/22c	29/04/21	TRS	Kit bags for PHEM Training and rollout	£62,500.00	
21/22d	18/05/21	AMC-IT Solutions Ltd	Providing bespoke PCs for the GIS	£6,890.50	
21/22e	23/06/21	Capital - FSC	FBTi Course x 4 people - 20 Sep - 1 Oct 21 (One off course)	£14,980.00	
21/22f	26/07/21	Mascot Makers	Jet the Fire-Fighter Costume	£4,720.00	Not authorised at sign off (MW)
21/22g	05/08/2021	K Lamb Associates	Effective Command and IC Training	c£100,000	
21/22h	30/09/21	Hutchinsons Surveyors	Building Surveyor Consultancy Services for Fire Station Refurbishments and Repairs	c£50,000	
21/22i	07/01/2022	Pulse Fitness	Provision of Support and Services for Gym Equipment	£28,120.35	
21/22j	07/01/2022	Lindum Group	Refurbishment of CC at SHQ	£40,000.00	
21/22k	11/01/2022	People Insight Limited	Employee Engagement		Still in hand
21/22l	13/01/2022	Emergency One / Scania	Purchase of 3 x Chassis (Scania) and Body Build by Emergency One Ltd	£753,918.75	Exemption saved to Delta
21/22m.1	21/01/2022	Responsive Solutions Limited	Procurement of Services to Support STEP	£18,070.00	Technical support & for STEP/Flexi credits
21/22m.2	28/01/2022	Responsiv Solutions Limited	Cloud Automation Platform	TBD	STEP - Responsive Interim Cloud Environment and Hosting
21/22n	03/02/2022	Syntech Limited	Consultancy Support For CPSN (WAN & Wifi Contract)	£43,680.00	Yr 22-23 £21,840 This exemption is for 2 years. The second year might not be taken up
21/22o					
21/22p					
21/22q					
21/22r					
21/22s					

£ 968,159.60

TRANSFORMING PUBLIC PROCUREMENT

1. Introduction

- 1.1 This document provides a brief overview in relation to some of the expected key changes to the Public Procurement Regulations following consultation on the Green Paper published in 2020.

2. Key Principles

- 2.1 The Governments Green Paper on Transforming Public Procurement sets out the seven key principles to be enshrined in law meaning these are explicit in law rather than implied and Authorities will be held to account;

- Value for money,
- The Public Good,
- Transparency,
- Integrity,
- Efficiency,
- Fair treatment of suppliers,
- Non-discrimination.

- 2.2 In addition to the key principles above, the following must also be a part of any commercial activity;

- **Social Value Model** to be applied in all relevant procurements with a minimum weighting of 10%,
- **Construction Playbook** – now has wider public sector relevance,
- **Below Threshold Contracts** – allows for possibility to reserve by supplier location, SME/VCSEs,
- **Value for Money** - greater emphasis throughout contract lifecycle,
- **Records and Reporting of Decision Making** - increased stages of feedback.

3. New Legal Powers

- 3.1 The Paper sets out the following new legal powers to oversee public procurement;

- a new unit to oversee public procurement with new powers to review and, if necessary, intervene to improve the commercial capability of contracting authorities,
- where members of the proposed panel be drawn from, sanctions and powers to review procurements,
- consolidating the current regulations into a single, uniform framework.

4. Procedures (routes to market)

- 4.1 The current eight routes to market have been reduced to three and these are covered briefly below.

- 4.2 **Open Procedure** (pretty much as is)

- has always been the most popular widely used,

- retained in current form,
- use for simple purchases where initial selection stage not required,
- notice will invite tenders directly,
- no shortlisting or negotiation provision.

4.3 **New Competitive Flexible Procedure (most likely to be the default procedure for the Authority)**

- subject to minimum detailed rules,
- similar to existing light touch regime,
- advertisement via contract notice,
- notice must provide specifications, timelines, conditions for participation, evaluation criteria etc – once published cannot be deviated from,
- subsequent stages of process must be consistent with published notice,
- compliance with rules on specification and evaluation,
- time limits as detailed in GPA
 - 30 days from expression of interest
 - 25 days from ITT to submit final tenders
 - 10 days for each of the above if meet the criteria for urgent.

Advantages to Us	Risks to Us
<ul style="list-style-type: none"> • Provides greater flexibility to design a process that meets with our timeframes and requirements • Allows Commercial Team to build in stages of negotiation • Allows bidders to better understand requirement • Facilitates opportunities for innovation • Facilitates opportunities for value for money initiatives and VE throughout contract lifecycle 	<ul style="list-style-type: none"> • Time to familiarise to ensure compliance • The more diverse approach we take the greater the cost and timescales • Greater use of negotiations could increase timescales • Need to be commercially aware to undertake negotiations to be in a strong position • May provide window for more legal challenges • Not engaging with commercial team pre- any activity

4.4 **Limited Tendering Procedure (only used in extreme circumstances)** - new name for negotiated procedure without prior publication;

- only available in extremely limited circumstances
- significant safeguards in place for using it
- no general assumption that this is a single source
 - current regulation 32 grounds will be retained: -
 - no suitable tenders
 - artistic / technical or exclusive rights
 - extreme urgency - covered later
 - change of supplier technically difficult
 - repetition of works
- there is a new ground for using this added which is in case of crisis – further discussed later,

- new duty to publish mandatory notice except for **Crisis Grounds**
- 10 day standstill period before signing contract.

4.5 **Crisis Grounds**

4.5.1 This came about because of COVID-19 and the letting of significant contracts without process due to urgency.

4.5.2 Crisis Grounds are defined as;

- exceptional event substantially endangers public health,
- required to protect public order or safety,
- required to protect human animal or plant life.

4.5.3 These grounds;

- supplements grounds of extreme urgency,
- HMG power to declare a crisis for the purpose of using this ground,
- provides greater certainty for Authority in national or local crisis,
- applies only to contracts meeting immediate need posed by the crisis,
- even in crisis we must consider holding competition (shortened timescales),
- contract excluded from risk of automatic suspension.

5. **Other Modifications in Routes to Market**

5.1 **Dynamic Purchasing System (DPS)**

5.1.1 **Old Regulations**

- historically used for commodity items
- we have not used it in house.

5.1.2 **Proposal - DPS Plus**

- to use for any procurement, goods and services
- FTS describes conditions for participation
- suppliers meeting criteria must be able to join at any time
- no maximum number of suppliers
- to contract – Authority must invite all suppliers on DPS to submit a tender
- uses the new Flexible Award Route
- publish an award notice.

What does it mean for us?
<ul style="list-style-type: none"> • more flexible than a framework • suppliers will want us to use it • means we can keep up with new entrants • more administrative burden to manage however our e-tendering system has a module to do this • need to undertake regular checks that suppliers continue to meet criteria for participation

- Could be managing a large number of suppliers

5.2 Frameworks

5.2.1 Currently

- Frameworks only open for four years
- closed to new entrants during this term
- provides a cohort of “qualified” suppliers for call of via direct award or further competition.

5.2.2 Proposal

- longer periods (up to eight years)
- opened at least once (after three years) for new entrants to join
- if documented in original notice can be opened up multiple times
- each opening must be advertised in FTS
- all new applicants must be assessed using same original criteria
- existing suppliers can update their offering and retender.

What does it mean for us?

- for complex procurements can have a longer framework
- need to think longer term to ensure framework provides opportunities for innovation and value for money through the lifecycle
- greater administrative burden
- could have a large supply base to manage
- need to be clear from the outset of the criteria and potential opening up.

6. Awarding Contracts

6.1 What’s new with regards to a two stage approach / and selection criteria in the open procedure?

6.2 Selection Stage

New Exclusion Grounds / Debarment for participating in procurement activity

- **Mandatory Exclusions**
 - non-disclosure of bidders' beneficial owners
 - just added – ties with Russia and Belarus
 - discretionary
 - tax evasion
 - Deferred Prosecution Agreement (DPA) to resolve cases of fraud, bribery, or economic crime
 - HMG may introduce centrally managed debarment list
 - relevant convictions
 - Aid Authorities to identify suppliers excluded
 - rights of appeal for listed suppliers
 - appropriate self-cleaning measures.

6.3 Past Poor Performance

- 6.3.1 Propose to drop “only if led to early termination, damages or sanctions meaning;
- can exclude for persistent or significant deficiencies in performance of contract
 - if occurred within the last three years.
- 6.3.2 Proposal;
- introduction of new central monitoring system
 - Contracting Authorities evaluate contract performance on agreed performance measures
 - data held and published from central system
 - Government may set minimum threshold for performance
 - suppliers below threshold could be excluded
 - duration will be set or a period to enable self-cleaning.
- 6.3.3 What does this mean for us;
- robust contract management in place
 - lines of reporting such
 - ensuring we check appropriate registers as part of due diligence.
- 6.3.4 Selection criteria will focus on;
- financial capability
 - technical ability
 - relevant experience.
- 6.3.5 Proposal;
- to have a centralized supplier registration system (replace ESPD)
 - removal of the limits on information that the Authority can request to verify supplier meets the selection criteria set.
- 6.3.6 What does this mean for us;
- still the same focus
 - centralised supplier registration would cut down on paper submissions
 - can request more appropriate information.

What does this mean for us?
Overall, this could be seen as a good thing as it provides greater clarity around the selection stage and permissible exclusions, leaving less open to interpretation.

6.2 Award Stage

- 6.2.1 The requirement to use Most Economically Advantageous Tender (MEAT) has been replaced by Most Advantageous Tender (MAT)
- removed “economically”

- intended to encourage wider value for money
- includes % weighting / scoring for social value
- removes need for criteria to link to subject matter of tender regarding
 - prompt payment of suppliers
 - plans for achieving environmental targets.

7. Transparency

7.1 **Current Requirements** - prior to award and standstill, Authority publishes data under Regulation 84 and Contract Award Notice detailing;

- Bidder identities
- Basis of award decision
- Basic disclosure of tenders submitted
- Evaluation reports
- Basic evaluation disclosure information.

7.2 Proposed

- Legislation to embed transparency “by default” throughout the procurement process / Lifecycle
- Proactively publish relevant data as opposed to on request
- Publish data normally disclosed under FOI EIR or DPA
- Default position to publish all data
- **Data which may / should not be disclosed**
 - Bidders profit margins,
 - Overheads
 - Financial models
 - Elements of proposal which reveal IP / innovative solutions USP’s etc
 - Trade secrets
 - Personal information capable of identifying a living person.

7.3 The new proposals recognise FOIA (Freedom of Information Act) Exemptions; where disclosure would cause harm to commercial interests and information is provided within “permissible” confidence.

What does this mean for us:
<ul style="list-style-type: none"> • Whilst we capture this data for regulation 84 reports a greater administrative burden to publish at regular frequencies throughout the process • Could fall foul of the law if we do not.

7.4 Open Contracting Data Standard (OCDS) – Non-Proprietary

7.4.1 The Authority will be required to publish data in a compliant and reusable format that covers data for buyers suppliers, contracts spends and performance. There will be a revised set of notices required for publication on OCDS and will consist of 15 different notices, including

for example but not limited to, planning notices, pipeline notices, premarket engagement notices and payment terms notices.

What does this mean for us: -

- Currently we typically produce three notices throughout the procurement lifecycle this will increase to 15,
- Significant increase of administrative burden
- More opportunities to fall foul of the legislation.

7.5 Publication of Data

7.5.1 It is proposed there will be a New Central Platform to facilitate public access to all published data, notices from FTS and Contracts Finder and price and performance data in relation to suppliers.

7.5.2 This will include a New Central Register to enable visibility of;

- Suppliers with SQ (Selection Questionnaire) type data and capabilities recorded
- Debarred suppliers
- Commercial tools – DPS and Framework Agreements
- Contract performance, including data on spend and KPI's
- Procurement pipelines for every contracting authority
- Complaints details.

8. Challenges to Procurement

8.1 There is a proposal for New Court Rules;

- There will be a new fast track system for public procurement proposed
 - On the basis of written pleadings only for review
- There will be clearer rules in relation to disclosure of documents in litigation
- More use of TCC's outside of London and the appointment of a designated procurement only judge
- Requirement of CA's to undertake time limited formal review of procurement complaints in the first instance
- Review conducted by stakeholders not directly involved in the procurement process
- Pilot programme is currently in development.

8.2 Appropriate procurement challenges will be referred to a tribunal-based system this would include;

- Lower value claims
- Challenges to the procurement process
- Discriminatory specifications
- Wrongly excluded bidders

- Lack of transparency .

9. Remedies following Successful Challenge

9.1 Damages

9.1.1 It is proposed to offer a shift of focus from monetary damages to;

- Measures to allow for rerun of procurement
- Decisions to be set aside
- Documents to be amended
- Capping of Damages to:
- Recovery of legal fees
- Plus 1.5x bid costs
- Exemptions to Damages Rules: -
- Illegal direct awards – crisis
- Where malfeasance has been demonstrated.

9.1.2 Some successful challenges led to an Automatic Suspension of contract, and it is proposed;

- Changes to the test of whether to lift suspension to tailored procurement specific tests
- Introduction of fast track tribunal court procedure – hoped will reduce need to rely on test for lifting the suspension
- Contracts let under new crisis and extreme urgency are excluded from automatic suspension risk – however note - this will not apply if correct process has not been followed with justification.

10. Debriefs following Conclusion of a Procurement Process

10.1 Debrief Letters;

- No longer mandated at contract award stage, but
- It will be best practice to do so
- There will be a reframing of the current approach to provide more detailed information based on the bidder's proposal and the information detailed within the evaluations
- With the introductory of the transparency requirements, this information will be published as a matter of course that bidders can access through the process and see how they did and why they were unsuccessful –
- This information will continue to set out the relative advantages of the winning proposal.

What does this mean for us?
<ul style="list-style-type: none"> • Whilst it isn't mandatory but is best practice it means we should continue to do it • If we didn't it could come through as a recommendation from the central review office and may be seen as not being open and transparent • There will be some duplication as we will be recording information that would normally go into the letters into the portal also. • Could be more time consuming. • Scope for complaint if we don't upload sufficient information

- Possibly there will be some test cases where debrief letters are not produced as the norm.

11. Contract Management

11.1 Prompt Payment - existing obligations state that;

- Contracts must provide for payment of undisputed invoices within 30 days
- This term must be passed down the supply chain and the Contracting Authority is responsible for enforcing this
- The Authority must publish our statistics each year showing our compliance to this requirement.

11.2 In addition to this any business may take up payment delays in the supply chain with the Authority.

11.3 The Authority will be obligated to investigate the payment records of a supplier at any tier within our supply chain. There is a proposal further down the line to align public and private sector reporting requirements on payments within the supply chain. It is also proposed that there is a requirement for us to publish all payment performance data on Gov.uk for access by the public.

11.4 Amending an Existing Contract

11.4.1 Currently Regulation 72 provides for amendments to our existing contracts without the need for a new tender if the amendment meets the criteria within the regulation.

11.4.2 Proposal;

- Redraft Regulation 72 to make it clearer in relation to what is permissible
- Add a new ground permitting amendments to existing arrangements in situations of crisis or extreme emergency (inspired by COVID-19 pandemic).

11.5 Contract Amendment Notices

11.5.1 Currently a notice is only required to be published in certain circumstance.

11.5.2 Proposal;

- Notices to be published for almost every contract amendment
- Unless under 10% of original contract value for goods / services or 15% for works
- Increase / decrease of term is less than 10%
- The overall scope of the contract does not change.

12. Standstill Requirements

- The amendment must not be entered into until 10 days after notice published (except if it meets criteria for extreme urgency)
- By publishing the standstill notice limits to 30 day period for challenges
- Replaces the VEAT notice requirement.

13. Suspending an Existing Contract

13.1 Currently a procurement challenge triggers an automatic suspension of letting the contract and during this period, the Authority will need to extend the existing incumbent supplier.

13.2 Proposal;

- Limits on the amount payable under an extension period
- Introduction of a standard government rate of profit for calculation of payment.

What does this mean for us?
Risks <ul style="list-style-type: none">• The Authority needs to be as clear as possible at the outset of future requirements• Ensure that innovation opportunities and forecasting are provided for and carried out prior to award of contract• More opportunity for challenges if we fall foul of the publication of notices Benefits: - <ul style="list-style-type: none">• Existing arrangements could provide an incentive for incumbent supplier to challenge – proposed amendments remove this• Higher prices being paid by the authority during this period of extension would be removed.

14. How can we prepare for these?

14.1 To ensure we are ready for when the new proposals come into effect and become legislation we need to;

- Ensure the Commercial Team are fully trained on the new proposals
- Align all procurement documentation accordingly
- Embrace the Commercial Awareness Strategy across the organisation
- Embed commercial awareness training into the role map / development portfolio of managers
- Develop targeted awareness sessions for all levels or the organisation
- Deliver commercial awareness training at the conception stage of each procurement / project
- Fully embed commercial awareness and value for money principles across the organisation.

15. Fire and Rescue Reform

15.1 In addition to the above proposed changes to the Public Contracting Regulations, the Fire and Rescue Reform Paper talks about Fire Commercial Transformation and some of the key points in relation to commercial activity are detailed below;

- Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives.
- Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue authorities and other local services (e.g. police) to achieve efficiencies.

- Fire and rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements.
- Fire and rescue authorities must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations, including but not limited to the Public Contracts Regulations, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and transparency commitments.

16. Conclusions and Opinion

16.1 Whilst there are a number of observations, some of the key issues are covered below;

- Overall provides more flexibility and a more streamlined approach to procurement however the administrative and resource burden on the Commercial Team is increased.
- The implied principles under the WTO / GPA are now enshrined in law, providing value to the taxpayer, however efficiency with regards to the amount of reporting is not addressed and can be costly for the Authority in terms of resources.
- Reduction of the routes to market to three make it simpler for bidders however the onus on the Commercial Team to write and adhere to the procedure under the broad headings can lead to opportunities for challenge if not fully aware of the wider principles.
- Provides opportunity to build in negotiation stages into an increased number of procurements to drive value and innovation, however those undertaking negotiations must be equipped and competent in negotiating best practice and be fully commercially aware (basically starting from a blank sheet of paper).
- Significant changes to the remedies available to suppliers, some of which will reduce the temptation to challenge and cap the level of damages, however ascertaining the level of damages will require a robust formula and there is more scope to challenge – conducting an internal review at initial stage of challenge will also be resource intensive.
- Changes to the debarment lists and exclusion criteria are welcomed but will only be as good as the information recorded, which includes the onus on us as a contracting authority to report on these criteria.
- Changes to framework arrangements and DPS will be welcomed by suppliers however will place a greater administrative burden on the Commercial Team. That said, they do provide for longer term fit for purpose and updated framework arrangements.

Examples of a Saving from each Category through Commercial Engagement

1. (Professional Services) - Training Centre – through running a process

- 1.1 The Authority were looking to engage with a supplier for the provision of Assessment and Verification Training. It was suggested by staff that a known supplier (Supplier A) who had provided another service to the Authority could undertake this work and a verbal quote was obtained from them (prior to involvement from Commercial Team). This initial quote was high, so to ensure that the Authority would be getting value for money the Commercial Team undertook a process to obtain quotations from three suppliers for this opportunity. This process also included Supplier A. Quotations were received from the three suppliers with all three being able to provide the same level of training and in the same way.
- 1.2 The outcome of the process resulted in a saving of approximately £30,000, over a three year period, on what had initially been quoted to the Authority.

2. (ICT) - ICT Shared Service – through running a process

- 2.1 Following an ITQ process rather than awarding the contract to the incumbent supplier, through an exemption for the Cyber Penetration Testing, a saving of £6,430 was saved for CFRS and as this was a combined procurement for the ICT Shared Service BFRS also made some savings of £4,130.

3. (Ops Equipment) - smoke alarms – through monitoring attrition rates and forward planning

- 3.1 An additional order for smoke alarms was placed with our new supplier in February to ensure a continued supply of alarms for the remainder of 2022. Using the framework rather than the local supplier used at the beginning of the supply issue, has again resulted in a saving to the Authority, this time of **£13,500**.
- 3.2 Since placing those orders we have seen increases in the costs of smoke alarm units on the national framework due to the current supply chain issues being faced in the industry. However the Authority has been able to avoid the impact of this due to the forecasting work undertaken at the beginning of the year resulting in our orders being placed for the remainder of 2022 prior to the cost increase. This has resulted in further savings to the authority of **£720** bringing the total savings to date to **£18,720**

4. (Clothing) – contract extension

- 4.1 Whilst not a significant saving, risk has been reduced to the Authority through good commercial conversations across the sector in relation to the newly let national framework for clothing. Unfortunately due to the timing of this contract going live, just prior to the start of the pandemic, there were serious interruptions to the supply chain and shortages of fabric. The Authority had started a project to look at transition to the new framework as significant delays and increased lead times to on boarding came to light with the contract. A decision was made, even though there was still 18

months to run on the existing contract, to forecast our requirements for a further 18 months and place orders to see us through to the end of the contract. Whilst we have experienced some delays due to the pandemic it has been relatively minor and put us in a far more secure position than transitioning to the new framework. This provides an example of where it is sometimes beneficial to extend an existing contract.

5. Water hygiene monitoring services – price increase

- 5.1 Supplier to the Authority for water hygiene monitoring contacted the Authority in November 2021 to request the application of a price increase to our contract. The justification to this was the ongoing increase in costs to fuel, labour and components that the supplier was no longer able to absorb. The proposed increase was 12% which was significantly higher than the CPI at that time and in addition to that, we were seven months into a 12 month extension to the contract which had already seen a very small increase to the annual cost in 2021/22. In consideration of both of these points, discussions took place with the supplier and Commercial Team to further understand the breakdown of costs resulting in no price increase being applied for that year. Negotiations are currently taking place to understand potential price increase(s) for the next 12 month period and minimise the impact.

Policy and Resources Committee Work Programme

Meetings 2022/23

Date	Time	Venue
2022		
Thursday 28 April	1400 hours	SHQ
Thursday 23 June	1400 hours	SHQ
Tuesday 12 July	1400 hours	SHQ
Friday 21 October	1400 hours	SHQ
Tuesday 20 December	1400 hours	SHQ
2023		
Tuesday 31 January	1400 hours	SHQ
Wednesday 26 April	1400 hours	SHQ
Thursday 22 June	1400 hours	SHQ

WORK PROGRAMME 2022/23

Thursday 28 April 2022			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 26 January 2022	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> None		
	<u>Audit Reports</u> None		
	<u>Information and Monitoring</u> Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	Annual after end of previous financial year
	Strategic Risk and Opportunity Management Register – Monitoring Report	Deputy Chief Executive Officer/ Head of Service Transformation	
	Estate Projects - Update	Deputy Chief Executive Officer	
	Firefighters Pension Scheme - Update	Deputy Chief Executive Officer	
	Commercial and Procurement	Deputy Chief Executive	

	Activity - Update	Officer/Head of Commercial and Business Support	
	Work Programme 2022/23		
Thursday 23 June 2022			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 28 April 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 21 April 2022	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> Appointment of Chair		
	Election of Vice-Chair		
	Annual Treasury Management Review	Deputy Chief Executive Officer	
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		
Tuesday 12 July			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 23 June 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 6 July 2022	Dawn Cave	If available
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		
Friday 21 October			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 12 July 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 6 July* and 6 October 2022	Dawn Cave	*If not available at 12 July 2022 meeting
	Action Log	Dawn Cave	

	<u>Decision</u> TBC		
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		
Tuesday 20 December			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 21 October 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting	Dawn Cave	If any outstanding
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		
2023			
Tuesday 31 January			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 20 December 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 19 January 2023	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		

Wednesday 26 April			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 31 January 2023	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 20 April 2023	Dawn Cave	If available
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2023/24	Deputy Chief Executive Officer	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	Annual after end of previous financial year
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2023/24		
Thursday 22 June			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 26 April 2023	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 20 April 2023	Dawn Cave	If not available at 26 April 2023 meeting
	Action Log	Dawn Cave	
	<u>Decision</u> Appointment of Chair		
	Election of Vice-Chair		
	Annual Treasury Management Review	Deputy Chief Executive Officer	
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2023/24	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2023/24		