

# FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

**Date: Monday, 22 January 2024**

**14:00hr**

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

## AGENDA

**Open to Public and Press**

1. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at  
<http://tinyurl.com/ccc-conduct-code>*
2. **Minutes of the Policy and Resources Committee meeting held 31st  
October 2023** 3 - 10
3. **Action Log** 11 - 14
4. **Draft Fire Authority Budget 2024-25 and Medium-Term Financial  
Strategy 2024-28** 15 - 50
5. **Revenue and Capital Budget Monitoring Report 2023/24**  
*- report to follow*
6. **Fire Authority Programme Management – Monitoring Report** 51 - 62
7. **Property Portfolio Update** 63 - 64

- 8. **Strategic Risk and Opportunity Management Register – Monitoring Report** 65 - 80
- 9. **Committee Work Programme** 81 - 82

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

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

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

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

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

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

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

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

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

## Cambridgeshire and Peterborough Fire Authority

### Public Minutes of the Policy and Resources Committee meeting

Date: 31 October 2023  
Time: 2.00pm – 3.32pm  
Place: Fire HQ, Huntingdon  
Present: Councillors: S Bywater, B Goodliffe (Chair), M Jamil (Vice Chair), D Dew, E Murphy, K Reynolds, P Slatter and M Smith  
Officers: Jon Anderson, John Fagg, Tamar Oviatt-Ham, Stuart Smith, Chris Strickland and Matthew Warren

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

Apologies were received from Cllr David Over.

There were no declarations of interest.

#### 51. Minutes of the Policy and Resources Committee held 26 April 2023

The minutes of the meeting held on 26 April 2023 were approved as a correct record.

#### 52. Action Log

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

#### 53. Revenue and Capital Budget Monitoring Report 2023-24

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

Members noted:

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

- The property maintenance budget was currently underspent but that was not expected to continue to year-end as the Service anticipated energy cost pressures through the colder months.
- The Service continued to work with District Council colleagues and external advisors to clarify the position regarding business rate income. This income continued to exceed the indicative baseline funding level. There were ongoing discussions around what the Service would be able to retain. This income would be utilised on capital projects so not to commit to on-going expenditure. The Service continued to work with District Council partners to understand the income position moving forward and hoped to be able to report this to the Fire Authority in February 2024.
- In the Capital budget there had been the carry forward related to flexi Officer car purchases that have been delayed by almost two years.

Arising from the report:

- A member highlighted an error on page 17 of the agenda pack as it showed external interest as red when it was showing a 132% increase. The Deputy Chief Executive Officer explained this was an error and actually showed that the Service had received more than what had been expected so should be green.
- A member queried how work was progressing on next years budget. The Deputy Chief Executive Officer stated that the draft budget would go to the Fire Authority meeting in December but that the government settlement was not likely to be received until late in December. He explained that the authority was lobbying for £5 in the Council Tax precept again. He stated that pay awards were pending and that they would take a view against the national position and this would not be negotiated until after the budget had been settled.

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

#### 54. Annual Review of the Operation of the ICT Shared Service

The Committee considered the annual review of the operation of the ICT Shared Service.

Members noted:

- There had been an independent review of the ICT service which had shown the service to be value for money and to have good governance in place.

- There were a number of recommendations that would be taken forward focusing on how the service interacts with other functions. forward, how we interact with other functions.
- Paragraph 4.6 of the report set out the current projects taking place.
- There was a cross charge for the service between Cambridgeshire and Bedfordshire. The service had been running successfully for 10 years now and a new delivery manager was due to come into post in December. Officers were preparing paperwork to sign the agreement for a further 5 years.

Arising from the report:

- A member queried if there was any risk in relation to the future of the shared service going forward. The Head of ICT and Occupational Health Unit explained that he did not currently foresee a risk to the service over the medium term. The Chief Fire Officer stated that this was taken into account as part of the services business continuity planning. The Head of ICT and Occupational Health Unit commented that if partners wished to terminate the agreement they would be required to give 18 months notice and the service would be extremely difficult to decouple. He explained that there would be clauses in the contract that covered this.
- A member questioned whether technology was moving in the direction where economy of scale was not there anymore. The Head of ICT and Occupational Health Unit explained that technology was completely different from when the agreement was first set up 10 years ago and operating models were changing. He stated that as long as both parties were investing in the same areas the agreement would continue to work well.
- A member commented on 10.2 in the report in relation to the procurement and contracting and noted that Cambridgeshire predominantly lead on this. The Head of ICT and Occupational Health Unit acknowledged that this was the case and that there was a recommendation to create a joint procurement function. He explained that the working relationship with both parties was good and that there was a programme board that oversaw the progress of projects. The Deputy Chief Executive Officer commented that there was still the opportunity for other services to join as it was the only joint ICT service currently in the country.

It was resolved unanimously to

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

## 55. Digital Strategy 2022-2025

Members considered the Digital Strategy for 2022-2025.

Members noted:

- The themes in the strategy were the same as in previous years.
- The strategy highlighted development opportunities.
- Licencing costs had increased above inflation and officers were looking at how the service could get better value for money.
- The STEP team were looking at process automation and system integration.
- There was a focus on data reporting including real time data for operational decision making.
- The new mobilisation system was core to how the service could improve communications on the fire ground.

Arising from the report:

- A member question whether there was a risk in relation to the telephone network change which had recently been communicated, that would take place in 2025. The Head of ICT and Occupational Health Unit stated that this was a risk to the whole country and would have a big impact for emergency services. He explained that this was being worked on at the moment with all stations needing to change to IP and the call centres. He stated that they were in the final testing stages and hoped to go live before Christmas.
- A member queried what would happen if there was a power cut and in relation to 999 calls getting through. The Head of ICT and Occupational Health Unit explained that internally the Service was covered but that externally the telephone companies would need to provide back up for vulnerable customers.
- A member asked if Artificial Intelligence (AI) would be used within the Service. The Head of ICT and Occupational Health Unit stated that AI was already being used and was part of a new project to look at how it could be used in decision making in the future. He explained that there were risks in using it but that these risks would be monitored.

It was resolved unanimously to:

approve the revised Digital Strategy for 2022 to 2025, attached at Appendix 1 to the report.

## 56. Property Portfolio Update

Members considered an update on the Property Portfolio.

Members noted:

- It was the final day for bids on the old Huntingdon site on Wednesday 1 November 2023. The Deputy Chief Executive Officer explained that there had been a lot of interest in the site but that it was not clear how this would translate into offers. He stated that as soon as he had an understanding of what offers had been made, he would update the Fire Authority.
- Officers had been working closely with the NHS on the St Ives site. Officers were also working with Cheffins to establish the value of the entire site. The Chief Fire Officer stated that clear timescales would be established with partners to ensure that plans would go ahead.

Arising from the report:

- A member questioned if there were any issues with RACC in any of the Services buildings. The Deputy Chief Executive Officer stated that there was no building that had been identified as having RACC but that there were a number that had asbestos, that were currently being dealt with.
- A member queried how the money would be used from any sales. The Deputy Chief Executive Officer explained that the proceeds would go into the property investment reserve. He explained that a more detailed report on the St Neots site would be going to the next Fire Authority meeting. The Chief Fire Officer stated that it had been difficult to find a new premises in St Neots and that the Service was looking at what would happen if the Constabulary pulled out of the agreement in relation to the site and any associated costs.
- A member commented that there had been a lot of growth around St Neots and queried if there had been any section 106 money available. The Chief Executive Officer stated that there was potential funding through the Community Infrastructure Levy from Huntingdonshire District Council and the service would apply for this.

It was resolved unanimously to note the current position at the properties detailed in the report.

## 57. Strategic Risk and Opportunity Management Register - Monitoring Report

The Committee considered the updated strategic risk report, as of September 2023 which highlighted those risks that are considered above the risk appetite of the Authority.

Arising from the report:

- A member sought clarity on risk a new risk R224 'a risk that if Hertfordshire withdraw cross border support this may negatively impact on operational response times in the south of the county'. The Chief Fire Officer stated that there were ongoing discussions with Hertfordshire and that currently they called on Hertfordshire services under section 13 but paid them the national agreed rate for services which did not have a cross border agreement. He explained they had pulled out of the previous agreement over a year ago.
- A member highlighted that the EV Chargers risk R205 had become very high in public perception due to recent incidents and that this needed to be discussed in more detail at the next Fire Authority meeting regarding the Services approach and what was being done both locally and nationally. The Assistant Chief Fire Officer explained that a report had gone to the Overview and Scrutiny Committee on this subject but that a report could be taken to the Fire Authority for further discussion, including the actions taken following the recent coroners report . **Action Required**. He also explained that the Service was lobbying MPs for a change in legislation.
- A member stated that they felt the scoring of the extreme weather conditions risk R215 was not high enough, particularly in relation to the extreme heat experienced over recent years. The Chief Fire Officer explained that officers could provide further detail on how they had reached the score including a degradation plan which looked at how best to respond with less and less appliances. He explained that this was reviewed on a quarterly basis.
- A member sought further clarity on the on-call availability risk R112 and the introduction of to three crew pumps and whether this caused additional risks. The Deputy Chief Fire Officer stated that the majority of staff still did stand by and that the longer the policy had been in place the more evidence was in place to show its effectiveness. He stated that he had some communications on three crew pumps which he could share with members. **Action Required** Members sought an update to Fire Authority in 6 months time to update on progress. **Action Required**. A member commented that a different name could be used for three crew pumps to differentiate them such as first response team.

It was resolved unanimously to note the strategic risk report.

## 58. Work Programme

Members noted the forward Work Programme.



59. Minutes of the Overview & Scrutiny Committee meetings held 20 April and 4 October 2023

Members noted the Overview & Scrutiny Committee minutes of the meetings held 20 April and 4 October 2023.

Chair



Fire Authority  
Policy and Resources  
Committee

## Minutes - Action Log

This is the updated action log as of 12<sup>th</sup> January 2024 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 31 OCTOBER 2023 COMMITTEE MEETING

57	Strategic Risk and Opportunity Management Register - Monitoring Report	Deputy Chief Executive Officer (DCEO)	A member highlighted that the EV chargers risk R205 had become very high in public perception due to recent incidents and that this needed to be discussed in more detail at the next Fire Authority meeting regarding the Services approach and what was being done both locally and nationally. The Assistant Chief Fire Officer explained that a report had gone to the Overview and Scrutiny Committee on this subject but that a report could be taken to the Fire Authority for further discussion, including the actions taken following the recent Coroners report.	<b>Update 22 January 2024</b> Added to Fire Authority work programme for February 2024 meeting.	<b>Completed</b>
			A member sought further clarity on the On-Call availability risk R112 and the introduction of three crew pumps and whether this caused additional risks. The DCEO stated that the majority of staff still did 'stand by' and that the longer the policy had been in place, the more evidence was in place to show its effectiveness. He stated that he had some communications on three crew pumps which he could share with Members.	<b>Update 22 January 2024</b> Briefing note on crews of three sent via email to all CCC and PCC Councillors on 1 and 3 November 2023 respectively.	<b>Completed</b>

			Members sought an update to Fire Authority in 6 months' time to update on progress.	<b>Update 22 January 2024</b> Linked to above action. Performance updates on this crewing model are shared with the Overview and Scrutiny Committee as part of the regular Community Risk Management Plan (CRMP) reporting and will form part of the annual CRMP performance report presented to the full Authority.	<b>Completed</b>
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To: Policy and Resources Committee

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

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

Date: 22 January 2024

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## Draft Fire Authority Budget 2024-25 and Medium-Term Financial Strategy 2024-28

### 1. Purpose

- 1.1 The purpose of this report is to present the Policy and Resources Committee with the Fire Authority budget and precept for 2024/25 and medium-term financial strategy for 2024/28.

### 2. Recommendations

- 2.1 The Committee is asked to;

- endorse the budget book attached at Appendix 1 including the recommendations detailed on Page 18,
- endorse the revised medium term financial strategy attached at Appendix 2.

### 3. Risk Assessment

- 3.1 **Economic** – the major risk is focussed around pay inflation and the potential to have to make cuts to the Service to balance the budget if this significantly exceeds current assumptions.

### 4. Background

- 4.1 The Service received its draft settlement for 2024/25 in late December 2023. The summarised draft Authority budget was presented to the membership the same month when approval to consult with the public for a precept increase of 2.99% was also sought. The feedback from the consultation process will be presented to the Fire Authority in February 2024.

### 5. Budget Considerations

- 5.1 The budget has been built to include an assumed 3% pay award for all employees. The actual rate of inflation on pay will not be determined until

after the budget has been set, so there is a risk that this could be greater than that budgeted.

- 5.2 The detailed budget build, included on Pages 19 to 21 of the budget book, provides a line-by-line breakdown of the proposed budget, showing the current year budget and the proposed 2024/25 budget.
- 5.3 Attached at Pages 26 to 28 of the budget book are the detailed capital budgets for 2024/25.

## Source Documents

Budget Preparation Papers 2024/25  
Fire Authority Minutes – various

## Location

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CAMBRIDGESHIRE  
& PETERBOROUGH  
**FIRE AUTHORITY**

## BUDGET BOOK 2024/25



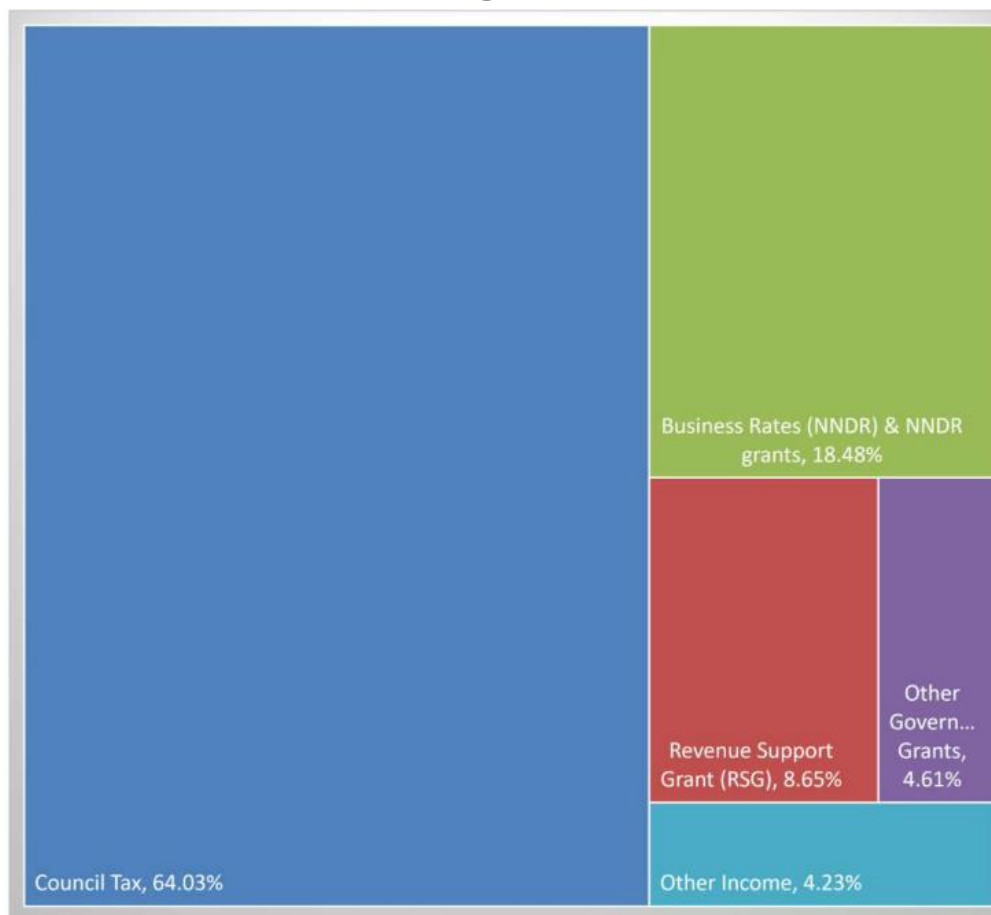
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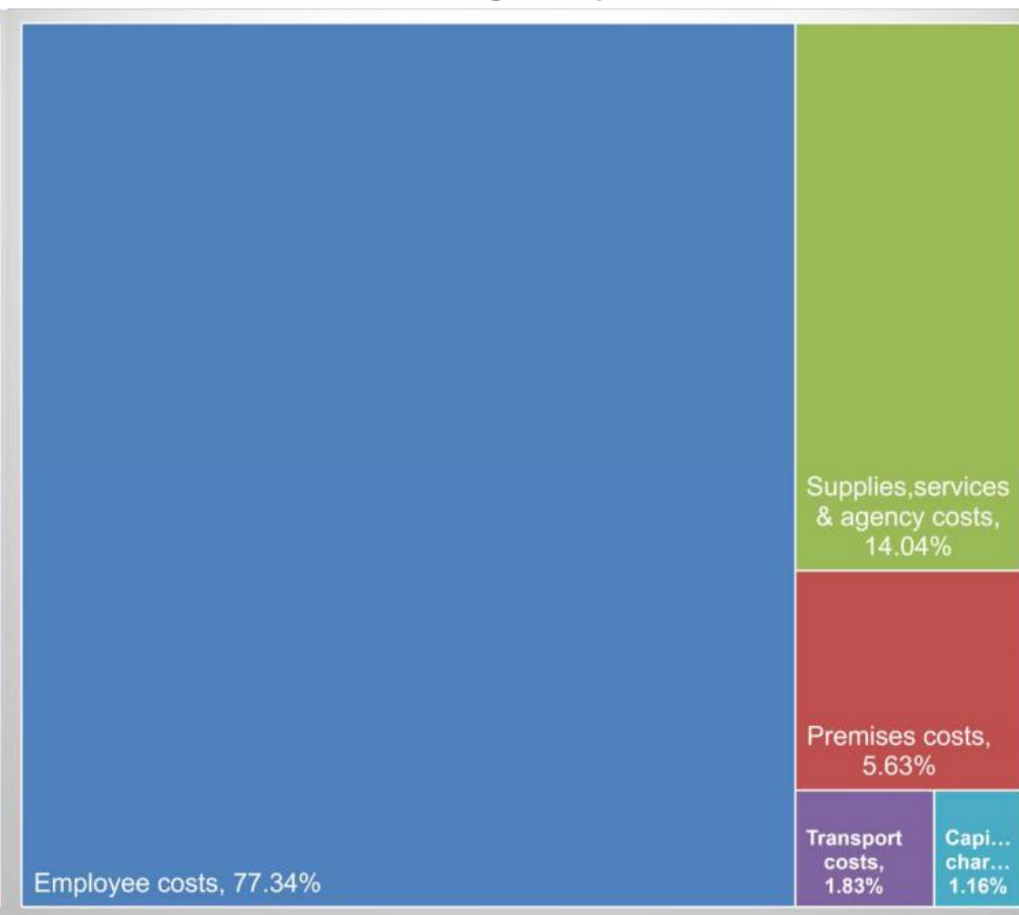


# Budget Overview

Where the Fire Service's budget comes from:-



Where the Fire Service's budget is spent:-





## Funding

### Council Tax Precepts

The main source of funding is from Council Tax precepts making up nearly two thirds of overall funding. Recent years leading up to 2022/23, any annual increases were restricted to 2%; with the unprecedented inflation we saw during 2022/23 and continued higher inflation rates during 2023/24, this increase is now restricted to below 3%. Last year there was a one year allowable increase of up to £5.00 per household.

Cambridgeshire Fire and Rescue Service continues to operate as a lean service. To cover the significant increases in costs in 2022/23 and 2023/24, we needed to utilise the allowable increase of upto £5.00 on Council Tax precepts for 2023/24 (our increase in 2023/24 was £4.95). The impact of those increased costs is expected to continue into 2024/25 and we have increased our precepts for the year by 2.93% (£2.34) to help manage those increases. The housing growth in our region has declined slightly from 1.95% to 1.39%. The overall impact of this on funding is an additional £1,052k.

For future years we have assumed a 1.2% growth in housing year on year and a 3% increase per annum on precept per household, with inflation and pay increases expected to be around 2-5%. The annual inflation rate in the UK was at it's lowest since September 2021 in November 2023 at 3.9%, dropping from 4.6% in October 2023.

### Business Rates

The baseline funding from Business Rates (Business Rates received directly from the district authorities plus the top-up from Government) has been increased by £355k (5.1%) for 2024/25. Due to the uncertainty of future funding we have kept this static in the medium term.

The Authority continues to participate in a local pooling arrangement with a number of local Authority's within Cambridgeshire, including Peterborough. The purpose of this arrangement means that participants benefit from local increases in business rates income, whilst having baseline protection should it fall. This Authority has seen small financial benefits resulting from this initiative over recent financial years, receiving £205k for the year 2022/23 in July 2023. This is an unknown amount until after the end of each financial year and is therefore not included in any budgetary calculations.



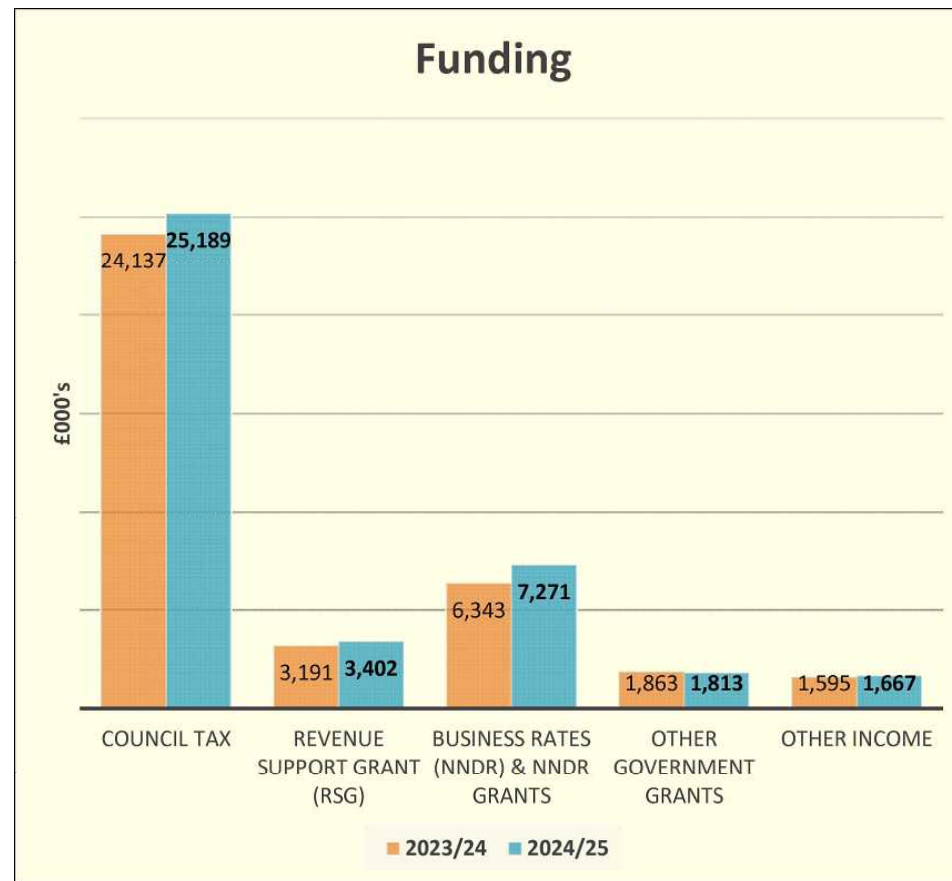


### Revenue Support Grant (RSG)

The Revenue Support Grant has been increased by inflation, being £211k (6.6%), over that received in 2023/24. An inflationary increase is also expected in 2024/25, and, as such have assumed a 2% (£68k) increase, and 2% thereafter in the medium term.

### Other Grant Income

The Service also receives additional specific grant income. These include grants for additional pension liability, on-going Airwave costs and funding for protection activities. These grants are all temporary and are reviewed annually by Government. For 2024/25 these are expected to total £1,601 (£1,863k in 2023/24). The main grant included here is the Pensions Liability Grant at £1,335k; this was first issued in 2019/20 as a result of the significant increase in the firefighters' employer pension contributions from an average of 16.15% to 28.9% (this grant has now been rolled-up into the RSG (for reporting purposes we have separated it out). For 2024/25 the employer contribution rate is expected to increase by an additional 8.5% but this increase will be offset by further grant funding. The future of this funding is unknown past 2024/25 but we have assumed a constant in the medium term. The services grant has reduced significantly from £248k to £39k but this reduction has been offset by a funding guarantee for 2024/25, and this is not expected to continue in future years. Other grants are also expected to reduce slightly, reducing the overall other grant income to £1,518k by 2027/28.





### Other Income

Other income is mostly income from shared services, saving costs for all parties concerned. Cambridgeshire Fire and Rescue provide the Control room function for Suffolk Fire and Rescue as well as sharing ICT support function with Bedfordshire Fire and Rescue. Suffolk Fire and Rescue have given notice on the shared Control room function which will impact the service in 2025 onwards and will mean an estimated reduction in income of about £1m.

## **Expenditure**

### The effects of inflation, bridging the gap and establishing the budget

The budgets for 2023/24 were set assuming inflationary and pay increases of 4%. With CPI still running well above this in April 2023 at 8.7%, it was expected that the 4% budgeted would not be adequate. The pay increases for 2023/24 were between 5% and 7%. The gap in the budget has been funded out of our Financial Reserves and in-year reduction in spend in other areas.

With inflation dropping and precepts set at a capped 3%, we have assumed inflation to be 3% for pay. Due to some contractual obligations, inflation for non-pay costs outturn is 5%. 2% has been applied for future years for pay and non-pay elements.

The Integrated Risk Management Plan (IRMP), renamed to Community Risk Management Plan (CRMP) is the Service's overarching strategic plan that sets out the aims and objectives for the future. The financial strategy must consider and support the delivery of these aims and actions.

As with 2023/24, we have continued with a zero-based budgeting approach for 2024/25, reviewing the individual cost drivers which make up the budget.

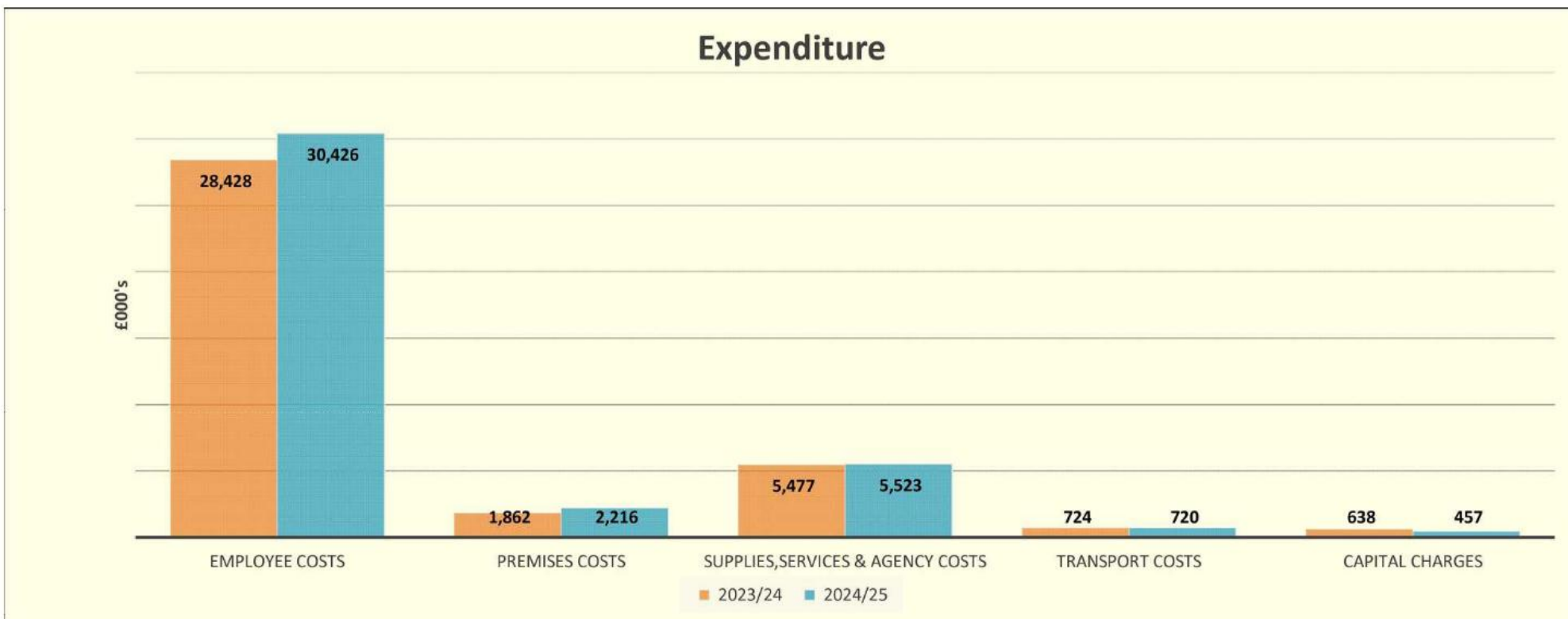
There has been an increase in professional support staff of 6 (a reduction of 7 in 2023/24), and include 3 apprentices. Total costs have increased significantly against the 2023/24 budget; this is predominately due to the additional cost of the unbudgeted pay awards, amounting to approximately £900k.





### Expenditure by category

The gross budget for 2024/25 is £39.342m, compared with £37.129m for 2023/24 (uninflated), with employee costs making up 77.6% of the expenditure budget. A detailed breakdown is found in Appendix 1 and a summary shown in the graph below.



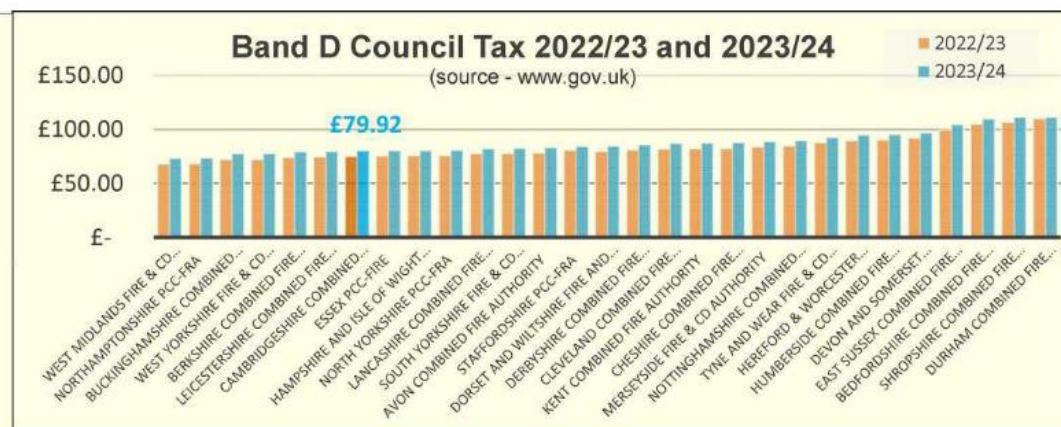


### Value For Money

Despite inflation running at around 10%, the Service has managed to keep the increase in cost per person at 5.25% for 2024/25 and the latest statistics from CIPFA and the government show Cambridgeshire Fire and Rescue as being one of the lowest in England compared with other Fire Services, being in the bottom three for 2023/24 for total expenditure per household and continues to be in the lower quartile for precept per household.

	2023/24	2024/25
Population (previous year Gov't census stats)	894,400	906,814
Net Expenditure £000's*	£ 33,671	£ 35,862
Net Cost per person per week	£ 0.72	£ 0.76
Net Cost per person per annum	£ 37.65	£ 39.55
Band D Council Tax per household	£ 79.92	£ 82.26

\*expenditure less specific grants & other income





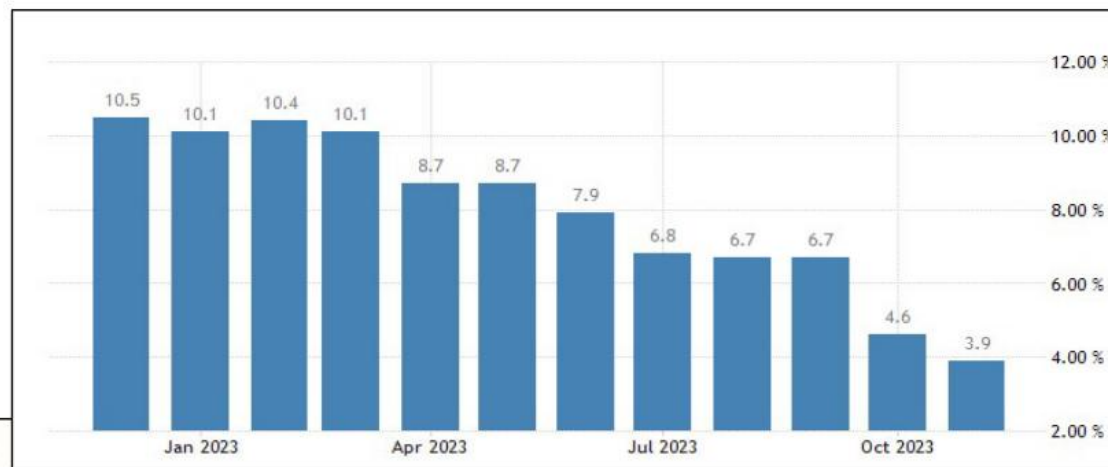


## Inflation

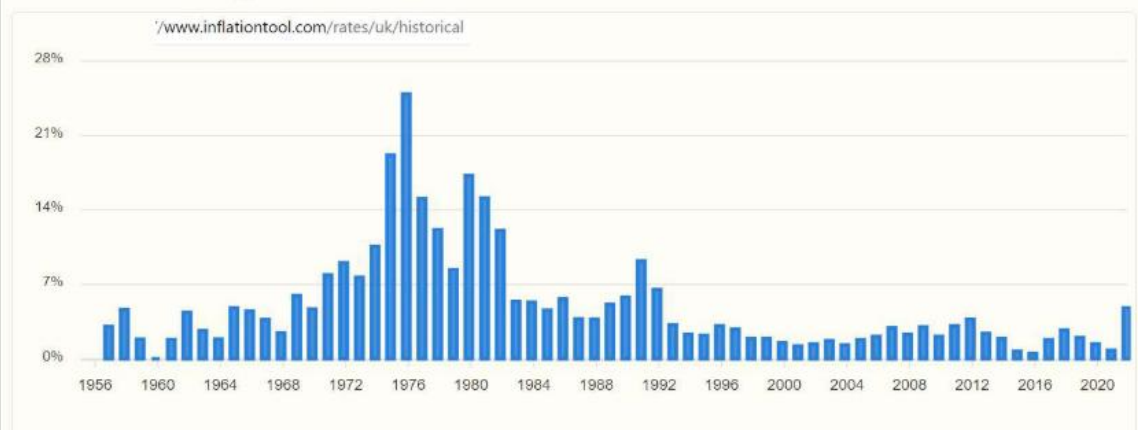
We have seen inflation running at a rate which hasn't been seen for over 20 years and had remained under 3% in the 5 years heading into 2022. The 2023/24 budget was set assuming a general inflation rate of 4%. At the time of setting last years' budget we did not expect to see overall CPI rates of 10.1% (September 2022) to continue to be as high as 8.7% in April 2023. Fortunately we are starting to see a downward trend and expect that to continue to reduce very slightly but then settle to around 3% during 2024.

## United Kingdom Inflation Rate

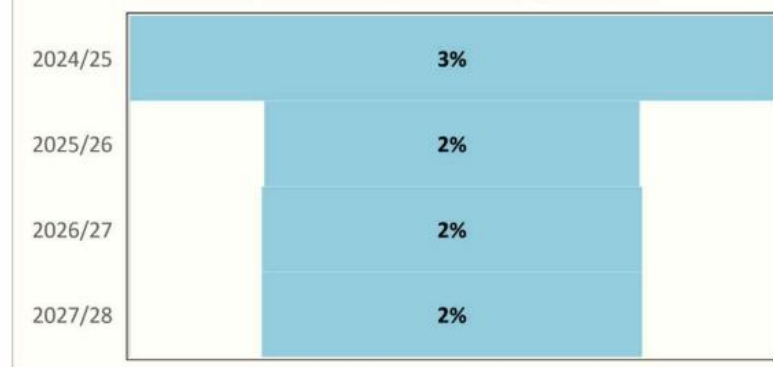
www.gov.uk



## United Kingdom Historical Inflation Rates



## Medium term inflation rates assumed





The cost of living pay increases for 2023/24 were budgeted at 4%. Pay negotiations between the Fire Brigades Union and the National Joint Council do not commence until after the budget has been set and can bring significant risk where the difference between budgeted pay awards and actual is vastly different. The reality for 2023/24 is the professional management support staff, operational staff and senior officers have received a 5% increase; the local government employees (LGE) support staff have received £1925 per full-time employee (5.5%-9.5% depending on payscale). These increases have been built into the base budget.

With inflation and funding still being slightly unpredictable, and funding information and pay awards being received very late or after the budgeting process, we use a sensitivity analysis to better understand any impact to those estimated. This analysis looks to provide several scenarios that consider multiple assumptions on the key factors included within the financial forecast. For example, a pay increase award of an additional 1% (i.e 4%) would push us into a deficit position of about £100k. With 2025/26 already showing a potential deficit of about £700k because of the loss of income from our Combined Control Centre, this additional 1% would nudge that to over £900k which is unsustainable. We continually look at and review various options of how we can reduce our costs, should we find ourselves in that position; because we have already been through a cost cutting exercise in recent years, any further cuts will have an impact on service delivery.

For 2025/26 a balanced budget can be achieved with a precept increase for 2025/26 of 6% (£4.94), assuming 2% inflation on costs and other funding remaining constant (this is against a 3% inflation rate for 2024/25, it still shows a deficit of approximately £200k if a 4% pay award is applied to 2024/25).

Alternatively, if we have underestimated our funding (unexpected grant income, dividend income, services income or non-domestic rates), then that would see us in a small surplus for the year which would help fund our capital programme but would have little or no impact on future years.

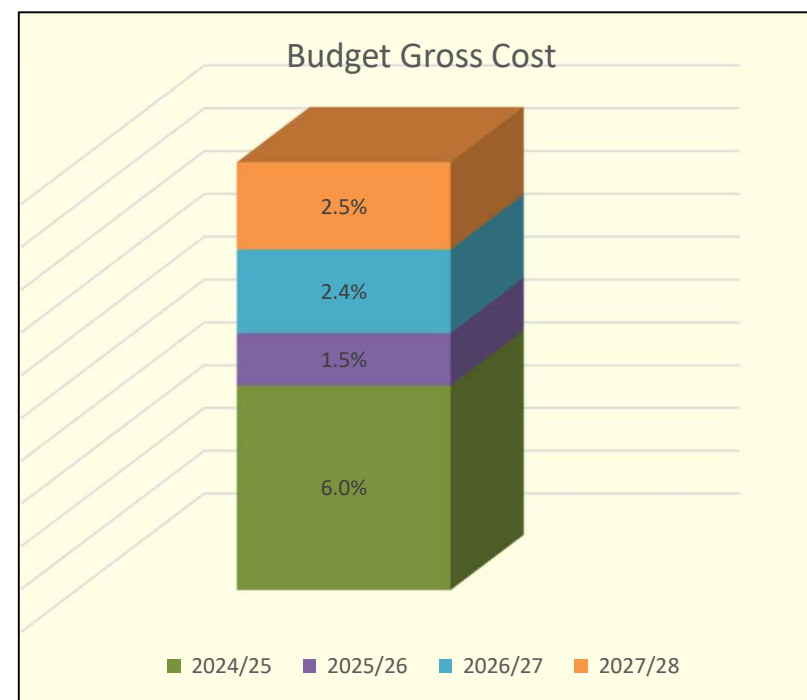
With staff costs making up 77.6% of the overall budget, the baseline core costs heading into 2024/25 are significantly increased. We are optimistic that rates will settle back to lower more stable rates; we have assumed pay increases of 3% going into 2024/25. For the medium term we have assume an overriding 2% inflation rate.





<b>MEDIUM TERM BUDGET OVERVIEW</b>	<b>Prior Year Budget £000's</b>	<b>Inflation £000's</b>	<b>Adjustments £000's</b>	<b>2024/25 Budget £000's</b>
Total Staffing Costs	28,428	780 3%	1,218	<b>30,426</b>
Total Supplies, Servicing and Financing costs	8,701	479 6%	(264)	<b>8,916</b>
Total Income before Fire Authority Precepts	(12,992)	(770) 6%	(391)	<b>(14,153)</b>
<b>Net costs funded by Council Precepts</b>	<b>24,137</b>	<b>489</b>	<b>563</b>	<b>25,189</b>
<b>2025/26</b>				
Total Gross Costs	39,342	777 2.0%	(172)	<b>39,947</b>
Net costs funded by Council Precepts	25,189	530	544	<b>26,263</b>
<b>2026/27</b>				
Total Gross Costs	39,947	799 2%	170	<b>40,916</b>
Net costs funded by Council Precepts	26,263	571	546	<b>27,380</b>
<b>2027/28</b>				
Total Gross Costs	40,916	819 2%	221	<b>41,956</b>
Net costs funded by Council Precepts	27,380	586	584	<b>28,550</b>

The adjustments in the table for 2024/25 are as a result of the 2023/24 increases above the percentages budgeted for staffing costs and a reduction in telecommunications and capital financing. Those for 2025/26 relate to savings or funding from reserves required to balance the budget, a result of the loss of our collaboration with Suffolk Fire and Rescue. A more detailed table including a view of the medium term budget can be found in Appendix 1.

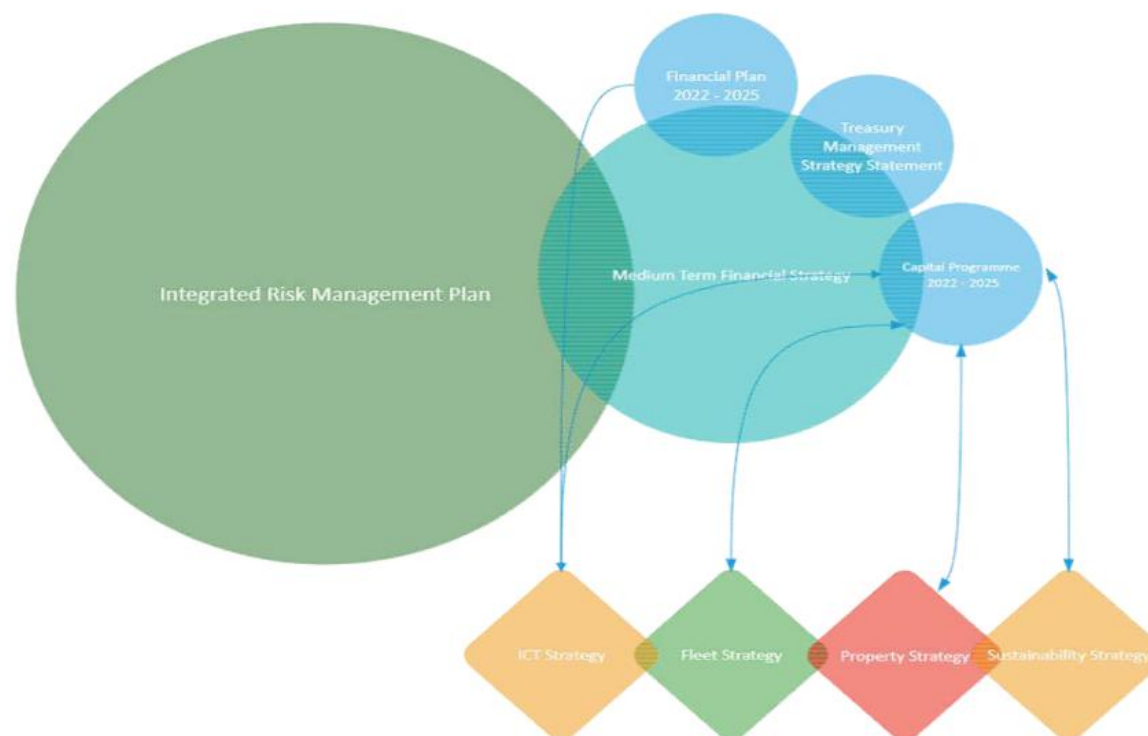




## The Budget: Capital Expenditure

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable. The revenue budget accounts for the financing costs of the schemes. The capital programme is reviewed annually by the Policy and Resources Committee. A summary of the Capital Programme and how it will be financed is shown in the table on the next page with a more detailed breakdown in Appendix 2.

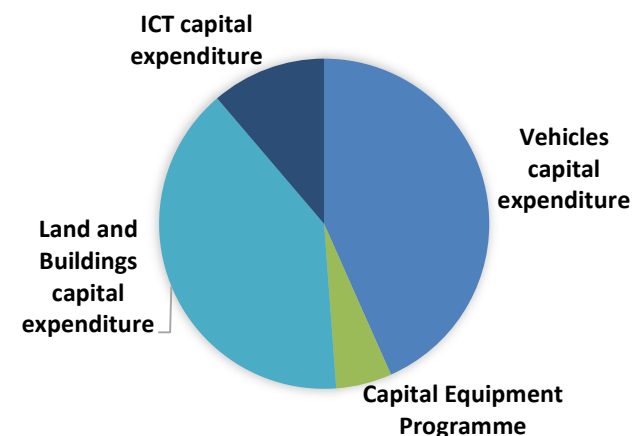
As part of our asset management plan we must now consider our sustainability strategy. During 2022/23 we consulted with The Carbon Trust to assist us with understanding and managing our carbon footprint. We continue to purchase hybrid vehicles and install electric recharging points at sites across our estate. In addition to vehicles, we are using HVO fuel which reduces our vehicle emissions by over 90%. We continue to focus on reducing our carbon footprint.



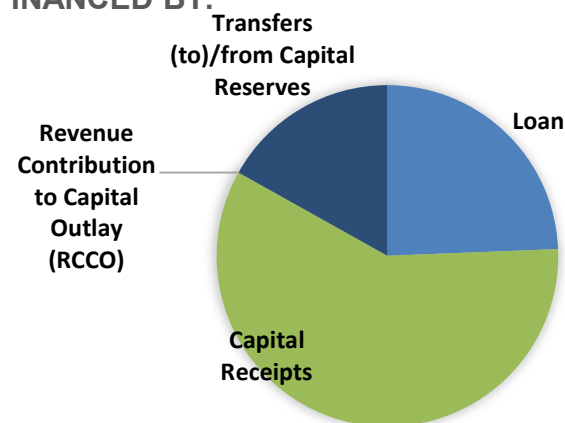


MEDIUM TERM CAPITAL PROGRAMME	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000
Emergency Fleet	964	881	899	917
Silver Fleet	895	439	785	1,171
Other	-	15	-	-
<b>Vehicle Replacement Programme</b>	<b>1,859</b>	<b>1,335</b>	<b>1,684</b>	<b>2,088</b>
<b>Equipment</b>	<b>189</b>	<b>204</b>	<b>224</b>	<b>180</b>
Property Refurbishments and Upgrades	1,969	1,940	584	595
New Land and Buildings	-	-	-	-
<b>Property, Refurbishments &amp; Land</b>	<b>1,969</b>	<b>1,940</b>	<b>584</b>	<b>595</b>
Tangible Assets	374	359	372	216
Intangible Assets	-	-	159	-
<b>IT &amp; Communications</b>	<b>374</b>	<b>359</b>	<b>531</b>	<b>216</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,391</b>	<b>3,838</b>	<b>3,023</b>	<b>3,080</b>
<b>FINANCED BY:</b>				
Loan	292	129	2,321	2,609
Capital Receipts	2,699	3,709	202	471
Revenue Contribution to Capital Outlay	-	-	-	-
Transfer (to)/from Reserves	1,400	-	500	-
Capital Grants	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>4,391</b>	<b>3,838</b>	<b>3,023</b>	<b>3,080</b>

### MEDIUM TERM CAPITAL PROGRAMME



### FINANCED BY:





## Statutory Declarations

### Chief Financial Officer's Statement

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

### Robustness of Estimates

The budget process has involved members, the Chief Officer Team and all budget holders within the Service. The finance team has worked closely with all budget holders in a thorough scrutiny of current and future expected costs to establish a zero-based budget, driving the focus on where funds need to be spent in the short to medium term and not on historic budgets.

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

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. The significant risk to the Authority's budget in the short-term is pay inflation and the expected departure of Suffolk Fire and Rescue from our joint Control Room collaboration in 2025. It is anticipated that these risks can be managed in the next financial year using savings and reserves, the Authority will need to monitor this position closely throughout the forthcoming financial year. This is consistent with the Authority's Medium Term Financial Strategy.

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

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2024/25.





### Adequacy of Reserves

CIPFA has published a guidance note on all Authority reserves and balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use. Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending. In recent years it added a Finance Business Continuity Reserve from revenue savings from 2021/22 and 2022/23 in anticipation of new budgetary pressures and unpredictable funding in the medium term. The Authority expects these reserves to be utilised in the medium term due to expected increased budgetary pressures.

At 31st March 2023 the Authority's usable General Reserve balance was £2.4m and £3.7m including the Finance Business Continuity Reserve. The General Reserve will be used in accordance with the Medium Term Financial Strategy. The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Pension Reserve to fund ill-health retirements above that budgeted, and a Wholetime Recruitment Reserve to allow for fluctuations in firefighter establishment figures.

The Property Development Reserve at 31st March 2023 is £nil (£5.7m at 31st March 2022), having been used to fund the new Huntingdon Fire Station and Training Centre. A further £1.4m was added to the reserve during 2023/24 relating to funds received from prior year business rates not budgeted in 2023/24; with the need to upgrade St Neots Fire Station in 2024/25 this additional income has been earmarked to help fund that upgrade. The cost of borrowing continues to be greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

The Wholetime Recruitment Reserve is £400k. This reserve is will be used ensure any fluctations in our establishment can be maintained.





The level of reserves is important, not only for the budget year but also in formulating the Medium Term Financial Strategy. The table on the next page provides a detailed estimate on how reserves will be used over the medium term. In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.







### Estimated General/Earmarked Reserve Breakdown 2023/24 to 2026/27

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Narrative
<b>Estimated Reserves at Start of Financial Year</b>	11,706	4,679	6,252	4,852	4,138	
Property Development Reserve	8,350	1,400	2,032	632	632	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. The new Training Centre and Fire Station at St John's in Huntingdon became operational in January 2023. Most of this reserve was used to finance the build. Future capital expenditure is being partly financed through the expected sale of land at St Ives and the old Huntingdon Fire Station. Investing in sustainability is now a key consideration and this reserve will also support that in the medium-term.
Capital Property Improvements	(8,350)	-	(4,099)	(3,709)	(702)	
Capital Receipts		632	2,699	3,709	202	
General Reserve	2,433	2,437	2,437	2,437	2,437	This reserve will be used for expenditure that cannot be budgeted for such as spate conditions, maternity leave, unexpected cost increases, etc.
Capital Financing Revenue Under/overspends	4				(350)	
Finance Business Continuity Reserve	1,319	860	860	146	146	This is a new reserve generated by the underspend in 2021/22 as a result of consciously holding back on spend to help manage future budgetary pressures and expected cuts in grant income.
Operational Firefighter Reserve	400	400	400	400	400	This reserve will be used ensure any fluctuations in our establishment can be maintained.
Pension Reserve	523	523	523	523	523	This reserve is held to fund ill health retirements that are often unexpected and to fund any current funding shortfall owing to the revaluation of the Firefighter Pension Fund in addition to the uncertainty around the Matthews, McCloud and Sargent remedy cases.
<b>Estimated Reserves at Year end</b>	<b>4,679</b>	<b>6,252</b>	<b>4,852</b>	<b>4,138</b>	<b>3,288</b>	
<b>General Reserves at Year end</b>	<b>2,437</b>	<b>2,437</b>	<b>2,437</b>	<b>2,437</b>	<b>2,087</b>	
<b>Earmarked Reserves at Year end</b>	<b>2,242</b>	<b>3,815</b>	<b>2,415</b>	<b>1,701</b>	<b>1,201</b>	





## Proposed Recommendations

- 1 That approval is given to a Fire Authority budget (as detailed in Appendix 1) to the requirement of £35,861,500.
- 2 That approval is given to a recommended Fire Authority precept for Tax from District Authorities and Peterborough City Authority of £25,189,150.
- 3 That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (306214):

Band	2023/24 Authority Tax	2024/25	Band	2023/24 Authority Tax	2024/25
A	£ 53.28 +£1.56	<b>£54.84</b>	E	£ 97.68 +£2.86	<b>£100.54</b>
B	£ 62.16 +£1.82	<b>£63.98</b>	F	£ 115.44 +£3.38	<b>£118.82</b>
C	£ 71.04 +£2.08	<b>£73.12</b>	G	£ 133.20 +£3.90	<b>£137.10</b>
D	£ 79.92 +£2.34	<b>£82.26</b>	H	£ 159.84 +£4.68	<b>£164.52</b>

- 4 That approval is given to the Capital Programme detailed in Appendix 2.





## Detailed Revenue Budget by cost type

Appendix 1

2023/24 £'000		2024/25 £'000
	<b>EXPENDITURE</b>	
20,269	Firefighters and Control Room Staff	21,677
7,731	Support Staff	8,227
391	Training	486
38	Other Staff Costs	36
<b>28,429</b>	<b>Employee costs</b>	<b>30,426</b>
462	Repairs and Maintenance	499
593	Heating and Lighting	736
47	Cleaning Contract	38
760	Rents and Rates	943
<b>1,862</b>	<b>Premises costs</b>	<b>2,216</b>
58	Office Equipment and Furniture and Fitting	78
1,222	IT Equipment	1,449
398	Clothing and Uniform	386
860	Communications	792
403	Mutual Protection	455
63	Subscriptions	79
19	Corporate Support	19
76	Community Safety	76
54	Fire Protection Exps	70
178	Health and Safety	215
100	Members Fees	104





Detailed Revenue Budget by cost type, continued

Appendix 1, continued

2023/24 £'000		2024/25 £'000
112	Audit Fees	181
48	Legal Fees	56
419	Consultant Fees	544
21	Printing and Stationery	28
14	Postage	15
46	Travel and Subsistence	47
14	Advertising	13
141	Hydrants/BA Maintenance	131
210	Operational Equipment/Infrastructure	254
99	Project Delivery Costs	94
753	Other Supplies and Services	254
<b>5,308</b>	<b>Supplies and Services costs</b>	<b>5,340</b>
38	Car Allowances	43
504	Petrol, Oil and Tyres	475
181	Repair and Maintenance of Vehicles	202
<b>723</b>	<b>Transport costs</b>	<b>720</b>
144	Fire Services Charges	148
25	Service Level Agreements	35
<b>169</b>	<b>Agency charges</b>	<b>183</b>
638	Capital Financing	457
<b>638</b>	<b>Capital charges</b>	<b>457</b>





Detailed Revenue Budget by cost type, continued

Appendix 1, continued

<b>2023/24 £'000</b>		<b>2024/25 £'000</b>
-	Capital Receipts applied to Revenue	-
(1,028)	Control Room Recharge	(1,087)
(1,863)	Section 31 Grants	(1,813)
(567)	Other Income	(580)
<b>(3,458)</b>	<b>Total Income</b>	<b>(3,480)</b>
<b>33,671</b>	<b>Net Revenue Expenditure</b>	<b>35,862</b>





**MEDIUM TERM FINANCIAL PLAN 2024/25 TO 2027/28**

Appendix 1, continued

Description	Prior Year Budget £000's	Inflation £000's	Adjustments £000's	2024/25 Budget £000's
Wholetime Firefighters Pay	15,142	385	787	16,314
Retained Firefighters Pay	3,267	74	6	3,347
Fire Control Pay	1,860	43	113	2,016
Management & Support Staff Pay	7,730	237	260	8,227
Training & Other Staff Related Costs	429	41	52	522
<b>Total Staffing Costs</b>	<b>28,428</b>	<b>780</b>	<b>1,218</b>	<b>30,426</b>
		3%		
Premises Running Costs	1,862	80	274	2,216
Insurances, Supplies and Services Costs	5,308	400	(368)	5,340
Transport Costs	724	(7)	3	720
Service Charges	169	6	8	183
Capital Financing Costs	638	-	(181)	457
<b>Total Supplies, Servicing and Financing costs</b>	<b>8,701</b>	<b>479</b>	<b>(264)</b>	<b>8,916</b>
		6%		
<b>Total Costs</b>	<b>37,129</b>	<b>1,259</b>	<b>954</b>	<b>39,342</b>
Shared Services Income	(1,109)	(104)	126	(1,087)
s.31 Grants	(1,863)	(16)	66	(1,813)
Other income	(486)	(14)	(80)	(580)
RSG	(3,191)	(211)	-	(3,402)
National Non-domestic Rates	(4,743)	(318)	64	(4,997)
NNDR top-up Grant	(1,600)	(107)	(567)	(2,274)
Transfers to/from Reserves	-	-	-	-
<b>Total Income before Fire Authority Precepts</b>	<b>(12,992)</b>	<b>(770)</b>	<b>(391)</b>	<b>(14,153)</b>
<b>Funded by Fire Authority Precept</b>	<b>24,137</b>	<b>489</b>	<b>563</b>	<b>25,189</b>
Tax Base and growth (number of households)	302,011	1.39%	4,203	306,214
Band D Tax	£ 79.92	2.93%	£ 2.34	£ 82.26
<b>Total Precept £000's</b>	<b>24,137</b>	<b>4.4%</b>	<b>1,052</b>	<b>25,189</b>





**MEDIUM TERM FINANCIAL PLAN, continued**

Appendix 1, continued

	2024/25 Budget	Inflation	Adjustments	2025/26
	£000's	£000's	£000's	£000's
<b>Future Years +1</b>				
Wholetime Firefighters Pay	16,314	326	-	16,640
Retained Firefighters Pay	3,347	67	-	3,414
Fire Control Pay	2,016	40	-	2,056
Management & Support Staff Pay	8,227	165	(9)	8,383
Training & Other Staff Related Costs	522	10	(64)	468
<b>Total Staffing Costs</b>	<b>30,426</b>	<b>608</b>	<b>(73)</b>	<b>30,961</b>
		2%		
Premises Running Costs	2,216	44	8	2,268
Insurances, Supplies and Services Costs	5,340	107	(118)	5,329
Transport Costs	720	14	1	735
Service Charges	183	4	-	187
Capital Financing Costs	457	-	10	467
<b>Total Supplies, Servicing and Financing costs</b>	<b>8,916</b>	<b>169</b>	<b>(99)</b>	<b>8,986</b>
		2%		
<b>Total Costs</b>	<b>39,342</b>	<b>777</b>	<b>(172)</b>	<b>39,947</b>
Shared Services Income	(1,087)	(22)	1,109	-
s.31 Grants	(1,813)	-	269	(1,544)
Other income	(580)	(12)	52	(540)
RSG	(3,402)	(68)	-	(3,470)
National Non-domestic Rates	(4,997)	(100)	-	(5,097)
NNDR top-up Grant	(2,274)	(45)	-	(2,319)
Transfers from Reserves	-	-	(714)	(714)
<b>Total Income before Fire Authority Precepts</b>	<b>(14,153)</b>	<b>(247)</b>	<b>716</b>	<b>(13,684)</b>
<b>Funded by Fire Authority Precept</b>	<b>25,189</b>	<b>530</b>	<b>544</b>	<b>26,263</b>
Tax Base and growth	306,214	1.27%	3,888	310,102
Band D Tax £ per house	£ 82.26	2.95%	£ 2.43	£ 84.69
<b>Total Precept £000's</b>	<b>25,189</b>	<b>4.3%</b>	<b>1,074</b>	<b>26,263</b>





**MEDIUM TERM FINANCIAL PLAN, continued**

Appendix 1, continued

	<b>2025/26</b>	<b>Inflation</b>	<b>Adjustments</b>	<b>2026/27</b>
	<b>Budget £'000</b>	<b>£'000</b>	<b>£'000</b>	<b>Budget £'000</b>
<b>Future Years +2</b>				
Wholetime Firefighters Pay	16,640	333	-	16,973
Retained Firefighters Pay	3,414	68	(1)	3,481
Fire Control Pay	2,056	41	-	2,097
Management & Support Staff Pay	8,383	168	(9)	8,542
Training & Other Staff Related Costs	468	9	66	543
<b>Total Staffing Costs</b>	<b>30,961</b>	<b>619</b>	<b>56</b>	<b>31,636</b>
		2%		
Premises Running Costs	2,268	45	31	2,344
Insurances, Supplies and Services Costs	5,329	107	18	5,454
Transport Costs	735	15	1	751
Service Charges	187	4	1	192
Capital Financing Costs	467	9	63	539
<b>Total Supplies, Servicing and Financing costs</b>	<b>8,986</b>	<b>180</b>	<b>114</b>	<b>9,280</b>
		2%		
<b>Total Costs</b>	<b>39,947</b>	<b>799</b>	<b>170</b>	<b>40,916</b>
Shared Services Income	-	-	-	-
s.31 Grants	(1,544)	-	14	(1,530)
Other income	(540)	(11)	(1)	(552)
RSG	(3,470)	(69)	-	(3,539)
National Non-domestic Rates	(5,097)	(102)	-	(5,199)
NNDR top-up Grant	(2,319)	(46)	(1)	(2,366)
Transfers from Reserves	(714)	-	364	(350)
<b>Total Income before Fire Authority Precepts</b>	<b>(13,684)</b>	<b>(228)</b>	<b>376</b>	<b>(13,536)</b>
<b>Funded by Fire Authority Precept</b>	<b>26,263</b>	<b>571</b>	<b>546</b>	<b>27,380</b>
Tax Base and growth	310,102	1.24%	3,851	313,953
Band D Tax £ per house	£ 84.69	2.98%	£ 2.52	£ 87.21
<b>Total Precept £000's</b>	<b>26,263</b>	<b>4.3%</b>	<b>1,117</b>	<b>27,380</b>







MEDIUM TERM FINANCIAL PLAN, continued

Appendix 1, continued

	2026/27	Inflation	Adjustments	2027/28
	Budget £'000	£'000	£'000	Budget £'000
<b>Future Years +3</b>				
Wholetime Firefighters Pay	16,973	339	2	17,314
Retained Firefighters Pay	3,481	70	1	3,552
Fire Control Pay	2,097	42	-	2,139
Management & Support Staff Pay	8,542	171	(8)	8,705
Training & Other Staff Related Costs	543	11	(57)	497
<b>Total Staffing Costs</b>	<b>31,636</b>	<b>633</b>	<b>(62)</b>	<b>32,207</b>
		2%		
Premises Running Costs	2,344	47	(29)	2,362
Insurances, Supplies and Services Costs	5,454	109	18	5,581
Transport Costs	751	15	(2)	764
Service Charges	192	4	-	196
Capital Financing Costs	539	11	296	846
<b>Total Supplies, Servicing and Financing costs</b>	<b>9,280</b>	<b>186</b>	<b>283</b>	<b>9,749</b>
		2%		
<b>Total Costs</b>	<b>40,916</b>	<b>819</b>	<b>221</b>	<b>41,956</b>
Shared Services Income	-	-	-	-
s.31 Grants	(1,530)	-	12	(1,518)
Other income	(552)	(11)	1	(562)
RSG	(3,539)	(71)	-	(3,610)
National Non-domestic Rates	(5,199)	(104)	-	(5,303)
NNDR top-up Grant	(2,366)	(47)	-	(2,413)
Transfers to/from Reserves	(350)	-	350	-
<b>Total Income before Fire Authority Precepts</b>	<b>(13,536)</b>	<b>(233)</b>	<b>363</b>	<b>(13,406)</b>
<b>Funded by Fire Authority Precept</b>	<b>27,380</b>	<b>586</b>	<b>584</b>	<b>28,550</b>
Tax Base and growth	313,953	1.24%	3,901	317,854
Band D Tax £ per house	£ 87.21	2.99%	£ 2.61	£ 89.82
<b>Total Precept £000's</b>	<b>27,380</b>	<b>4.3%</b>	<b>1,170</b>	<b>28,550</b>





DETAILED MEDIUM TERM CAPITAL PROGRAMME

Appendix 2

	2024/25		2025/26		2026/27		2027/28	
	No.	£	No.	£	No.	£	No.	£
<b>Vehicle Replacement Programme</b>								
Water Tender/Rescue pump	3	864,210	3	881,490	3	899,120	3	917,100
Operational support vehicle 4x4 + Nebula	2	99,310	-	-	-	-	-	-
Large Service Cars	13	536,460	1	51,410	4	194,090	15	633,710
Medium Service Cars	2	55,810	2	56,930	10	279,090	7	195,830
Small Service Cars	5	81,860	8	133,590	2	34,060	-	-
Small Vans	5	87,920	5	89,680	-	-	5	93,310
Medium Vans	5	133,380	4	107,430	-	-	8	248,440
Rescue vehicle	-	-	-	-	2	277,910	-	-
Vehicle workshop ramp	-	-	1	14,670	-	-	-	-
<b>TOTAL VEHICLES</b>	<b>35</b>	<b>1,858,950</b>	<b>24</b>	<b>1,335,200</b>	<b>21</b>	<b>1,684,270</b>	<b>38</b>	<b>2,088,390</b>
<b>Capital Equipment Programme</b>								
Holmatro Rescue Equip - Battery operated	3	76,810	3	78,340	3	79,910	3	81,510
BA Washing Machine	2	60,380	2	61,590	1	31,410	1	32,040
Dry Suits	-	-	-	-	181	67,230	-	-
PPV Fans	1	2,420	-	-	-	-	-	-
Thermal Cameras	8	33,540	8	34,210	8	34,890	8	35,590
Drones	-	-	1	13,440	-	-	1	13,990
Light Portable Pumps (link to appliance purchases)	3	15,850	3	16,170	2	10,990	3	16,820
<b>TOTAL EQUIPMENT</b>	<b>17</b>	<b>189,000</b>	<b>17</b>	<b>203,750</b>	<b>195</b>	<b>224,430</b>	<b>16</b>	<b>179,950</b>





DETAILED MEDIUM TERM CAPITAL PROGRAMME continued

Appendix 2, continued

		2024/25	2025/26	2026/27	2027/28
		£	£	£	£
<b>Land and Buildings Capital Programme</b>					
Remaining works from condition surveys	All sites	255,000	275,710	530,600	541,220
Training building	Peterborough	-	520,200	-	-
Station refurbishment & upgrade	Ely	-	728,280	-	-
Station refurbishment & welfare facilities	St Neots	1,530,000	-	-	-
Station modernisation	Thorney	30,600	-	-	-
Community safety functional building		-	364,140		
Enhancement/Contingency		51,000	52,020	53,060	54,120
Contaminants Control		102,000			
<b>TOTAL LAND &amp; PROPERTY CAPITAL PROGRAMME</b>		<b>1,968,600</b>	<b>1,940,350</b>	<b>583,660</b>	<b>595,340</b>





## DETAILED MEDIUM TERM CAPITAL PROGRAMME continued

Appendix 2, continued

	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
<b>IT and Communications Capital Programme</b>				
Essential system enhancements	-	-	159,180	-
Data Centre Refresh	63,240	182,070	-	-
Mobile Device Refresh	-	104,040	-	-
End Point Replacement	142,800	-	-	-
Asset management tablets	102,000	-	-	-
Replace station projectors/screens	-	31,210	-	-
WIFI refresh	-	41,620	371,420	-
SAN storage	66,300	-	-	216,490
<b>TOTAL ICT CAPITAL PROGRAMME</b>	<b>374,340</b>	<b>358,940</b>	<b>530,600</b>	<b>216,490</b>



## CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

### DRAFT MEDIUM TERM FINANCIAL STRATEGY 2024 to 2028

## 1. Introduction

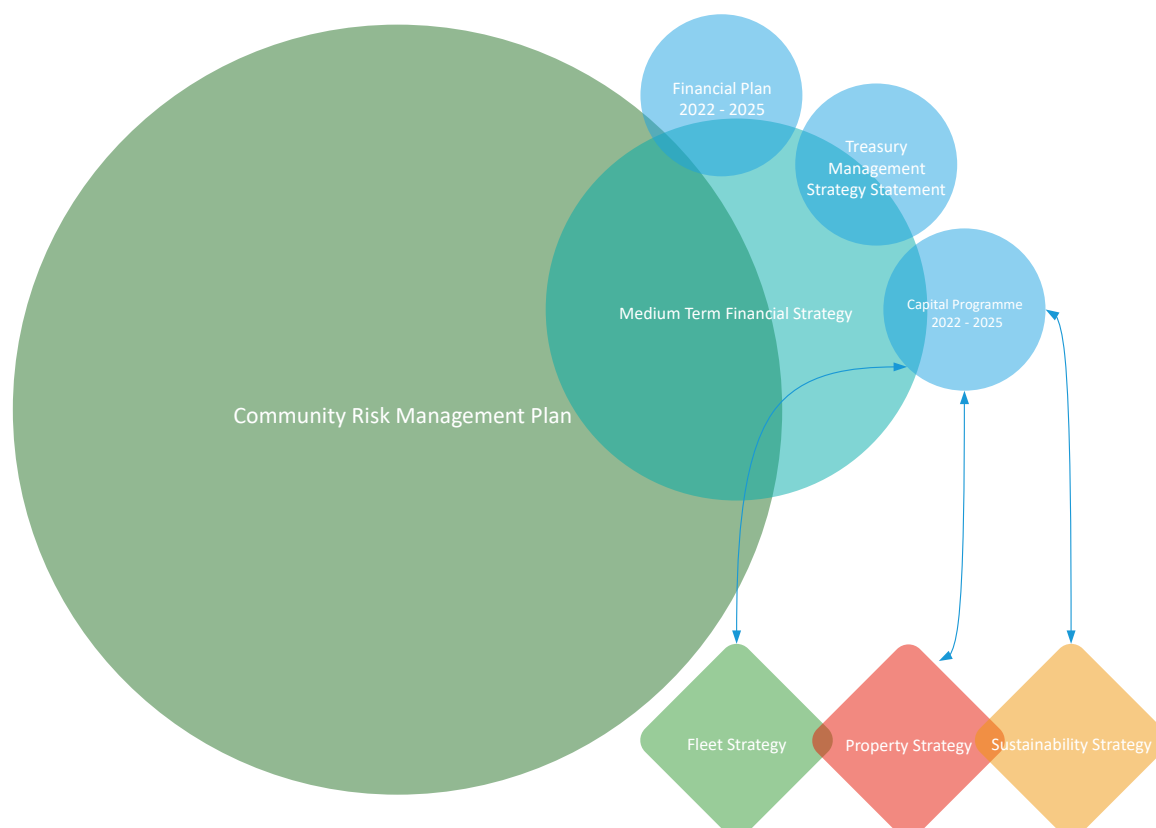
### 1.1 The Need for a Financial Strategy

1.1.1 The financial environment in which the Authority operates is likely to be extremely challenging in the medium term. It is likely that the Authority will be faced with some extremely difficult decisions as the impact of the financial crisis is properly understood. To this end, the Service has prepared a Financial Business Continuity Plan for the Authority that outlines how budget cuts can be made and the impact they will have on service delivery if they are required.

1.1.2 The uncertainty around future funding arrangements beyond 2024, along with council tax capping limits and potential Authority decisions around referendum, all require the Authority to take proactive steps to control its own destiny to mitigate against the threat of having to react to external events.

### 1.2 Background

1.2.1 In developing a financial strategy the Authority must consider the factors that may influence the future needs and plans of the Service. The diagram below provides a picture of how different plans and strategies influence the financial strategy. The diagram is not exhaustive but does provide an overview of the key documents and plans that must be considered within the strategy.



- 1.2.2 Government continues to make assumptions and offer guidance around council tax capping limits where they assume they will be increased in line with inflation. This strategy assumes that increases in council tax will be approved by the Authority. However, it is important to highlight that a 1% increase in council tax will broadly cover a 1% increase in employee costs. If council tax is set below employee inflation, then budget savings will be required to balance the budget.
- 1.2.3 The Community Risk Management Plan (CRMP) is the Service's overarching strategic plan that sets out the aims and objectives for the future. The financial strategy must consider and support the delivery of these aims and actions. Any future comprehensive savings review (CSR) programme will continue to focus on the most appropriate options for the Service to mitigate against the impact of potential future reductions in Government funding and constraints on council tax. The Financial Business Continuity Plan will detail where reductions can be made and the relative impact, they will have on service delivery.
- 1.2.4 Revenue expenditure has been within budget each year for the last four years; this confirms the ability of the Authority to control expenditure. Considerable time and effort are spent ensuring that budget holders challenge current expenditure levels and project budgets are fully understood and funding allocated before any commitment is made.
- 1.2.5 The Authority holds reserves that are adequate to respond to the risks it currently faces. Part of this strategy is linked to considering the level of reserves the Authority holds in the medium term. However, it should also be noted that these reserves can only be used once and cannot fill an on-going budget gap.

### **1.3 The Economy**

- 1.3.1 This strategy assumes that the economy will continue to grow in the medium term, with inflation in line with the Bank of England target. However as seen over the past 12 months, significant external factors have impacted inflation in the United Kingdom and across the world. This will put significant pressure on the Authority's budget, particularly if council tax levels remain capped at a rate significantly below inflation.

### **1.4 External Factors**

- 1.4.1 The county population continues to grow, and the strategy must recognise and allow for pressures and potential opportunities that are created by an increased taxbase.

## **2. Financial Forecast**

- 2.1 The five-year financial forecast, included at Page 11 of the budget book 2024/25. The figures contained within the forecast are subject to significant external factors with earlier years being more certain based upon current known net expenditure and timing of specific events. Estimates beyond the current

five-year period are highly speculative and will need to be further refined as we move forward.

- 2.2 The tax base assumes an increase of approximately 1.6% for the next financial year based upon the latest data received from collecting authorities. It is then forecast to grow by 1% per annum thereafter.
- 2.3 The Government continues to be committed to the localism agenda but also continues to provide clear guidance around council tax increases. A council tax referendum will be required for authorities where a 'reasonable' increase is not set. The term 'reasonable' is now defined by the Secretary of State who provides council tax capping limits. Currently the limit is suggested as 2.99%. The long-term strategy will work within these parameters unless the Authority specifically approves a revision.
- 2.4 Inflation continues to be an area of significant risk in the short-term owing to the on-going global economic uncertainty. Inflation is based upon Treasury projections, except for pay inflation which has been set at 3%. It is worth highlighting that pay negotiations between the Fire Brigades Union and the National Joint Council do not commence until after the budget has been set and as we have seen in the current financial year, can bring significant risk where the difference between budgeted pay awards and actual is vastly different. All fuel and general inflation are monitored and updated annually based upon latest information.

### **3. Preparing for the Potential Funding Challenge**

- 3.1 The Service is prepared for the potential challenges that a CSR may present. The Authority's Financial Business Continuity Plan is reviewed annually, and this will be the primary document used for making decisions around future service levels.

### **4. The Medium-Term Financial Strategy**

#### **4.1 Revenue Provision**

- 4.1.1 The priorities of the Authority are laid out in the CRMP and Business Development Programme. Whilst the Authority will seek to accommodate additional requirements, these will be considered against the backdrop of the CSR and funding challenges. A project will only progress where there is a tangible benefit and funding exists.
- 4.1.2 The Authority's revenue expenditure plans will be published each year in the Authority's budget book, which will be prepared in association with the CRMP and Business Development Programme and will seek to ensure resources are allocated appropriately. Where there is competition for resources, those areas of the Service directly contributing to the purpose of the Authority will take priority, unless there are any overriding factors such as a legal imperative.
- 4.1.3 Significant planning has started on potential revenue savings, should the Service be impacted in the short to medium term by funding pressures and

restrictions on funding. The major challenge for the Service and Authority will be in financial year 2024/25, when the effect of the cessation of the Combined control will need to be funded. At present, this creates a financial pressure more than £700k.

## **4.2 Capital Programme**

- 4.2.1 The capital programme will be reviewed annually by the Policy and Resources Committee and published in February alongside projected schemes for a further three years. The detailed programme will be presented to the Policy and Resources Committee in January 2024.
- 4.2.2 The Authority will seek to identify capital requirements in sufficient time to ensure that its assets are always adequate to support our needs, can be adequately resourced and fully funded.
- 4.2.3 Prior to approving capital schemes, whole life cost details must be considered and how the scheme fits with the capital programme and Asset Management Plan.
- 4.2.4 The Service has commenced a piece of work looking at sustainability and how it can achieve a position of net zero. This work will impact on how we use our buildings and fleet in the medium term. It is likely that investment will be required to enable us to fulfil the aim of achieving net zero.

## **4.3 Funding**

- 4.3.1 The Authority's projected net expenditure is funded from Government grant and council tax.
- 4.3.2 The Government grant is determined by the allocation of a fixed sum across all local authorities.
- 4.3.3 The Authority will continue to monitor the Government's approach to the spending review and the impact of any future changes.
- 4.3.4 The level of council tax will be determined each year after considering the short-term financial position and an assessment of the long-term outlook. The Authority will try to ensure that the level of council tax is sufficient to provide an appropriate level of service without causing the local taxpayer any undue hardship.
- 4.3.5 The strategy is to keep council tax at or below deemed acceptable increases. If funding significantly changes as a result of the formula review or unforeseen events cause the general reserve to dip below a perceived prudent level, (currently 6%), then the impact on increasing this fund to local council taxpayers will not be more than 0.5% per annum.



#### **4.4 Financial Contingency Planning**

- 4.4.1 The Authority holds a general reserve to provide contingency against unforeseen events such as a higher than usual level of operational activity or period of industrial action. This reserve may also be used to fund short term delays in realising on-going budget cuts.
- 4.4.2 Earmarked reserves are created to provide a contingency against foreseeable events that have a reasonable degree of likelihood but where timing is uncertain. The major reserves held by the Authority relate to operational firefighter recruitment to manage establishment levels within budget, financial business continuity reserve and ill health pension payments.
- 4.4.3 The level of working balances will be maintained at a level that provides the Authority's Treasurer with an adequate safeguard against the risk of cash flow interruptions.
- 4.4.4 The medium-term reserve will be included within the budget book for 2024/25.



To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive Officer - Matthew Warren  
Telephone 07768 023436  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

Date: 22 January 2024

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## Fire Authority Programme Management – Monitoring Report

### 1. Purpose

1.1 The purpose of this report is to provide the Policy and Resources Committee with an update against the projects for 2023/24.

### 2. Recommendation

2.1 The Committee is asked to note the Programme Status Report, as of December 2023, attached at Appendix 1.

### 3. Risk Assessment

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

### 4. Background

4.1 To support the Service in its strategic planning process, the IRMP action plan for the financial year 2023/24 has been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.

4.2 The planning process for this considers the Service's key stakeholders who have been identified as:

- Citizens of Cambridgeshire and Peterborough
- All employees
- Senior leadership team
- Fire Authority
- Regional fire and rescue services

- Partners
  - Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and considers external factors.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve them are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next to be completed.
- 4.5 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
5. Progress Report on Projects 2023/24
- 5.1 The status of projects linked to delivery of corporate priorities is shown at Appendix 1.

## Source Document

Programme Status Report

## Location

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

## Contact Officer

Tamsin Mirfin  
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[tamsin.mirfin@cambsfire.gov.uk](mailto:tamsin.mirfin@cambsfire.gov.uk)





## Business Development Programme Board – Status Report

December 2023

### Type 3 Projects – High Risk, High Value Projects

Project	Issues	Successes	Project Performance
<b>P108 Replacement ICCS &amp; Mobilising Solution</b> <b>Project Sponsor: Matthew Warren</b> <b>PM: Nicky Hoad</b> <b>Completion Date: TBC</b> <b>Contract Award: October 2019</b> <b>Go Live: Q1 2024</b> <b>Overall Status: Amber (against revised schedule)</b>	<p>Remaining issues with SFRS Mobile Data Terminal to resolve.</p> <p>Waiting on Suffolk/Cambs Officer integration to be turned on and tested.</p> <p>Awaiting last system update drop onto the platform in early December in order to begin sign off of User Acceptance Testing.</p> <p>Large number of tickets being worked through. Supplier is exploring options for further resource to assist with this.</p>	<p>CFRS/SFRS crew integration now turned on and being tested.</p> <p>Control training rollout of modules 1 and 2 is nearly complete (4 more sessions outstanding) and really positive feedback received from Combined Fire Control.</p> <p>Good progress made with data. Liaison currently with supplier and load planned for w/c 27/11.</p> <p>Quality Gate meeting held in France and transition mapped out. Transition due to start in February 2024.</p>	<p><b>Board:</b></p> <p><b>Team:</b></p> <p><b>Budget:</b></p> <p><b>Risk:</b></p> <p><b>Control:</b></p> <p><b>Timescales:</b></p>
<b>P137 Review of Operations</b> <b>Project Sponsor: Chris Strickland</b>	<p>Current capacity with some key teams is limiting the ability to create further operational analysis.</p>	<p><u>Capabilities</u> –</p> <p>Ely On-Call, March and St Neots On-Call have recently completed their in-</p>	<p><b>Board:</b> Reporting direct to COAG</p> <p><b>Team:</b></p> <p><b>Budget:</b></p>

Project	Issues	Successes	Project Performance
<p><b>Project Manager:</b> Stuart Smith</p> <p><b>Project Manager/Lead</b> Simon Thompson</p> <p><b>Completion Date:</b> Phase 1 High Level Business Cases - May 2022</p> <p>Phase 2 Detailed Business Cases</p> <p>Final summary of findings– 31 July 2023</p> <p>Overall Status: Green</p>		<p>water courses. Wisbech On-Call are due for their course in January 2024.</p> <p><u>Operational Resource</u> – Progress being made with identifying changes that can positively impact our guaranteed resource availability.</p> <p><u>On-Call System</u> – Work has started on exploring alternative contractual systems to support availability. Initial concepts have been drawn up and On-Call teams are being engaged with to identify potential trial stations.</p> <p>Productivity review continues to identify any improvements that can be made in our activity planning.</p> <p><u>Incident Command Unit</u> – Ongoing work with the interim adjustments to long term connectivity solutions, working with the fireground communications project.</p>	<p><b>Risk:</b></p> <p><b>Control:</b></p> <p><b>Timescales:</b> Agreement for extension until 30 June 2024</p>
<p><b>P135 Finance System Software Replacement Project</b></p> <p><b>Project Sponsor:</b> Matthew Warren</p> <p><b>Project Manager:</b></p>		<p>DREAM was closed to non-finance staff w/c 30 October 2023. Data successfully extracted from the system by the Business Intelligence and Performance team and sent to Finance; this was configured (where necessary), reconciled back to DREAM, imported into the new system and reconciled again back to the source. This was</p>	<p><b>Board:</b></p> <p><b>Team:</b></p> <p><b>Budget:</b> £165k</p> <p><b>Risk:</b></p> <p><b>Control:</b></p> <p><b>Timescales:</b></p>



Project	Issues	Successes	Project Performance
<p><b>Ursula Bird</b></p> <p><b>Completion Date: November 2023</b></p> <p><b>Overall Status: Green</b></p>		<p>completed by 2 November 2023; 2/3 November 2023 new data was input by the Finance team only. The system was available to all service users from 6 November 2023 pending training session attendance.</p> <p>Several organised face-to-face training sessions were held end of October and early November 2023 plus one group on-line session. Links to the test environment and notes were issued for the users to have a try before links to the live system were sent out. A handful of low-level users who did not attend these group sessions have since had one-to-one sessions.</p> <p>Links to the software are on Our Hub (SharePoint), Webex and users were advised to save as 'favourites' on their web-browser.</p> <p>Phase 2 (procurement cards, projects, asset database and inventory) starts in January 2024 for completion by the end of February 2024.</p> <p>Working just under budget.</p>	

Project	Issues	Successes	Project Performance
<p><b>P140 Microsoft 365 implementation and cultural change</b>  <b>Project Sponsor:</b>  <b>John Fagg</b>  <b>Project Manager:</b>  <b>Ronny Wambugu</b>  <b>Completion Date: 2 Years</b>  <b>First 3 months scoping the tools to be delivered</b>  <b>2 months in planning then roll out 19 months dedicated to the roll out, and cultural change activities to achieve the project objectives</b>  <b>Overall Status: In planning.</b></p>	<p>Availability of key resources has been a challenge to the project. Work is ongoing to schedule time with these individuals to gain their input to the project.</p>	<p>Phase 1 of the project has begun and one-to-one meetings with Heads of Group have been booked in and are underway. These meetings will help to identify the current challenges and successes to inform the tools to be taken forward by the project.</p>	<p><b>Board:</b>  <b>Team:</b>  <b>Budget:</b>  <b>Risk:</b>  <b>Control:</b>  <b>Timescales:</b></p>
<p><b>P141 Replacement for TRIM</b>  <b>Project Sponsor:</b>  <b>Simon Newton</b></p>		<p>The next phase of the project is initiating with scoping work being undertaken and the preferred supplier contacted by the Procurement team.</p>	<p>Board:  Team:  Budget:</p>

Project	Issues	Successes	Project Performance
<b>Project Manager: Graham George</b> <b>P141 Replacement for TRIM</b> <b>Completion Date: December 2024</b> <b>Overall Status: Green</b>		<p>Work will be undertaken over the coming months to plan the next phase of the project and prepare the stakeholder engagement and communication planning.</p> <p>The project will launch in the new year with the formal kick off meeting and project team formation.</p>	Risk: Control: Timescales:
<b>P144 PPE Replacement</b> <b>Project Sponsor: Wayne Swales</b> <b>Project Manager: Stocker Standen</b> <b>Completion Date:</b>  <b>Overall Status: In Planning</b>		<p>Project Brief being drafted.</p> <p>Brief to be presented to the January 2024 Programme Board.</p> <p>NFCC PPE &amp; Clothing Conference attended by Project Manager and Commercial team in May 2023</p> <p>Attended Contamination Conference in October 2023.</p> <p>Commercial team speaking with supplier regarding current contract and possible enhancement; wider communications to follow this meeting potentially in December 2023. Awaiting confirmation ref P134.</p>	<b>Board:</b> <b>Team:</b> <b>Budget:</b> <b>Risk:</b> <b>Control:</b> <b>Timescales:</b>
<b>P134 Uniform Replacement</b>	Nev Burgess to hand project over to Stocker Standen.	Project Brief approved at Programme Board in April 2023.	<b>Board:</b> <b>Team:</b>

Project	Issues	Successes	Project Performance
<p><b>Project Sponsor:</b> <b>Stuart Smith</b></p> <p><b>Project Manager:</b> <b>Nev Burgess</b></p> <p><b>Completion Date:</b> <b>Stage 1</b> <b>Stage 2</b></p> <p><b>Overall Status: In planning</b></p>	<p>Project to be merged with PPE project and project team established.</p>	<p>Timeline agreed for Stage 1 colleague engagement April 2023.</p> <p>NFCC PPE &amp; Clothing Conference attended by Project Manager and Commercial team in May 2023.</p> <p>Commercial team visit to Hunters to confirm contract extension and discuss ongoing uniform requirements in June 2023.</p> <p>Head of Group and middle managers engagement completed with project update sent to all staff in July 2023.</p> <p>Commercial team confirmed order quantities for contract extension period inclusive of additional faith wear in August 2023.</p> <p>Staff engagement currently being planned for delivery in Autumn 2023.</p>	<p><b>Budget:</b></p> <p><b>Risk:</b></p> <p><b>Control:</b></p> <p><b>Timescales:</b></p>
<p><b>P145 Occupational Health System replacement</b></p>		<p>Occupational health team agreed on the system.</p> <p>The Procurement team has completed the purchasing process.</p>	<p><b>Board:</b></p> <p><b>Team:</b></p> <p><b>Budget:</b></p>

Project	Issues	Successes	Project Performance
<p><b>Project Sponsor:</b>  <b>John Fagg</b></p> <p><b>Project Manager:</b>  <b>Steve Njunji</b></p> <p><b>Completion Date:</b>  <b>April 2024</b></p> <p><b>Overall Status: In planning</b></p>		<p>Supplier has assigned us with a Project Manager, introduction meeting scheduled to take place on 8 December 2023.</p>	<p><b>Risk:</b></p> <p><b>Control:</b></p> <p><b>Timescales:</b></p>

## GLOSSARY

**Business as usual (BAU)**  
**Business Intelligence & Performance team – (BIP)**  
**Business Continuity Plans (BCP)**  
**Cambridgeshire Fire & Rescue Service (CFRS)**  
**Chief Officers Advisory Group (COAG)**  
**Combined Fire Control (CFC)**  
**Comprehensive Spending Review (CSR)**  
**Direct Communication Server (Airwave) – (DCS)**  
**Digital Network Service Provider (DSNP)**  
**East of England Ambulance Service Trust (EEAST)**  
**Emergency Services Mobile Communications Programme (ESMCP)**  
**Emergency Services Network (ESN)**  
**ETL – (extract, transform & load. ETL allows businesses to consolidate data from multiple databases & other sources into a single repository)**  
**Fire & Rescue Service (FRS)**  
**Fire Service Headquarters (SHQ)**  
**His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**  
**Heads of Groups (HofG)**  
**Integrated Risk Management Plan (IRMP)**  
**Memorandum of Understanding (MOU)**  
**Mobile Data Terminals (MDT)**  
**National Fire Chiefs Council (NFCC)**  
**On Call (OC)**  
**Operational Support Group (OSG)**  
**Site Acceptance Testing (SAT)**  
**Whole-time (W/T)**

To: Policy and Resources Committee

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

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

Date: 22 January 2024

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## Property Portfolio Update

### 1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the sale of the former Huntingdon Fire Station site and progress on the sale of the St Ives site.

### 2. Recommendation

- 2.1 The Committee is asked to note the report.

### 3. Risk Assessment

- 3.1 **Environmental** – contamination continues to be a consideration on many of our sites.
- 3.2 **Economic** – the presence of contamination may impact on future sale values of sites.

### 4. Progress on the Sale of the former Huntingdon Fire Station Site

- 4.1 The Service, through Cheffins, invited unconditional offers for the former site of Huntingdon Fire Station and Training Centre (Lot 1) and the four houses adjacent to the site at The Brow (Lot 2).
- 4.2 There was significant interest in the site with two final offers being considered. One of these offers was for the entire site (Lots 1 and 2), with the alternative offer being for just the fire station site (Lot 1). Unfortunately, owing to the presence of PFAS across the site, all offers received were conditional and subject to planning.
- 4.3 Following an evaluation and advice from Cheffins, the Service is now progressing with the sale of the fire station site. The evaluation shows that this offer, along with the projected income from the separate sale of the housing will exceed the offer for the entire site.

- 4.4 The developer has begun its due diligence regarding contamination and 'Heads of Terms' including a non-refundable deposit are being formalised. The sale of this package of land is £1.523m, with an anticipated value of between £0.8 and £1m for The Brow. This will provide a return of between £2.3m and £2.5m for the entire site; the alternative offer for the entire site was £2.1m.
- 4.5 Timescales for completion will be subject to planning but we hope to in a position to formally dispose of the site around financial year-end.
5. St Ives Site
- 5.1 The Service continues to evaluate the potential development options for St Ives in collaboration with the Health Service, who are on the neighbouring site. The site at St Ives does also have PFAS present but it is not believed to be as widespread as that at Huntingdon. However further exploratory work is being undertaken so we understand the potential impact on site value. This work will be complete by the end of February 2024.
- 5.2 Once the additional survey work is complete, the Service will be able to determine next steps and work with the Health Service to determine timescales for a potential sale. When this position is understood, the Service will begin to evaluate alternative site options for the relocation of the St Ives fire appliance and its crew. Clearly, the need to find a suitable site will determine when a sale proceeds.
- 5.3 A further update on the sale and site options will be presented to the Fire Authority later in this calendar year.

## Source Documents

Fire Authority Reports and Minutes - various

## Location

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

## Contact Officer

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To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive (DCEO) – Matthew Warren  
Telephone: 07786 023436  
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Date: 22 January 2024

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## Strategic Risk and Opportunity Management Register – Monitoring Report

### 1. Purpose

1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as of January 2024, 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. 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;
- i. Political
  - ii. Economic
  - iii. Social
  - iv. Technological
  - v. Legislative
  - vi. Environmental
  - vii. 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 The risk around the current financial situation is one of our highest risks on the risk register. At the time of writing, we await further information on next years (2024/25) financial settlement to better understand the situation and continue our financial business continuity planning activities. This will continue to be a high risk until we gain longer term financial settlements.
- 5.2 The financial risk above is compounded by another of the highest risks impacting the Service; this is the risk relating to Suffolk Fire and Rescue Service withdrawing from the Combined Fire Control arrangement. This arrangement has enabled considerable financial efficiencies to be made by both organisations over the past 12 years, the withdrawal of Suffolk will add a significant funding burden that will contribute to the challenges of the overall financial situation for Cambridgeshire Fire and Rescue Service.
- 5.3 Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and we continue to keep our systems protected from these and our employees educated as to the evolving threats.
- 5.4 We have risks on our risk register around emerging technologies and particularly EV (electric vehicle), hydrogel fuel and battery energy storage systems. We continue to work

with the National Fire Chiefs Council and other partners on our response and prevention activities. These activities will form a focus of our Community Risk Management Plan (CRMP) for 2024/29.

5.5 There are several risks around organisational skills and capacity. We have seen a decrease in the number of leavers since the last update. The general employment situation at present is still resulting in longer than average timescales to fill vacancies which impacts on our organisational capacity. Organisational capacity impacts on our ability to deliver changes and this can then impact against our CRMP delivery and improvements required as part of our inspection report recommendations. Again, a compound impact is the financial situation, within predicted budgets there is no capacity to increase resourcing to enable us to meet the expanding demands placed on the Service.

## 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 - R007	There is a risk that Government funding is insufficient to meet the new demands meaning that performance improvements are not sustained, new initiatives cannot be taken forward.	M Warren	Financial	25	25
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Financial business continuity planning done annually. 2. Budget sensitivity modelling work to prepare scenarios for differing funding amounts. 3. Risk to be fully assessed once we know future funding from Government. 4. Review consistent over and underspends to identify better budget management or removal of excess budgets, budget preparation includes a two year look back. 5. Deep dive review of under and overspends.		1. February 2024 2. February 2024 3. December 2024 4. Annual cycle 5. December 2025		1. T Mirfin 2. U Bird 3. U Bird 4. U Bird 5. U Bird	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R205	There is a risk that due to a lack of UK national guidance and legislation for electrical charging points and large battery energy storage sites this may make regulating and enforcement activities challenging and creating a burden of prevention.	S Smith	Service Delivery	25	25
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
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 are able to.		1. December 2024 2. December 2024 3. December 2024		1. S Hedger 2. S Hedger 3. S Hedger	
<b>Comments</b>					
The Service is engaging appropriately with local authority department.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	M Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. 2. Implement security additional technologies. 3. Implementation of new monitoring tool. 4. Increased patching and monitoring. 5. Receive notifications from CISP (Cyber Information Sharing Partnership) and have signed up to the early warning service. 6. CAF assessment carried out under direction of Home Office. All recommendations in process of being implemented.		1. Annual process 2. February 2024 3. March 2024 4. Ongoing 5. Ongoing 6. March 2024		1. D Wilkinson 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg	
Comments					
One of the most significant risks posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT (Information and Communication Technology) service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. <b>There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.</b>					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	C Strickland	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Inform Members of any potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions. 3. Annual financial planning. 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.		1. Fallback 2. Monthly 3. February 2024 4. Complete 5. July 2024		1. C Strickland 2. T Mirfin 3. M Warren 4. C Strickland 5. S Smith	

5. Review of operational review project that will consider all areas of operational delivery to look for flexibility and efficiency. 6. Prioritisation of activities in the IRMP and review regularly at COAG to be clear about what we can and cannot achieve with our resources. 7. Take into consideration when creating the CRMP 2024/29.	6. March 2024 7. March 2024	6. C Strickland 7. T Mirfin
<b>Comments</b>		
This risk remains in a very high state.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R218	There is a risk that we do not have the digital capacity to meet our digital demands leading to breaches in our digital strategy and/or impacting upon the service delivery.	J Fagg	Service Delivery	20	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Regular reviews of capacity at Digital Strategy Board. 2. Project brief required to include any digital requirements so the planning can take place. 3. Digital works request process is in place to monitor demand and prioritise work.		1. Ongoing 2. Ongoing 3. Complete		1. J Fagg/T Mirfin 2. J Fagg/T Mirfin 3. N Smith/D Reeson	
<b>Comments</b>					
This continues to be a very high risk for the Service.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R229	There is a risk that as new technologies (EV) are emerging, they are more accessible to all and therefore in domestic properties, if these are not managed and maintained appropriately that may present a life risk, this may create a changing risk profile in our communities.	S Newton	Service Delivery	20	20
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Gather more detailed information regarding electrical fires. 2. Campaign underway to promote safety information relating to EV in the home.		1. Ongoing 2. April 2024		1. BIP 2. G Boyd	
<b>Comments</b>					

6.2 These are **Very High** event driven risks with a status of Live;

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R226	There is a risk that as Suffolk Fire and Rescue Service (SFRS) is terminating the successful and cost saving Combined Fire Control collaboration, resulting in the need for additional funding required to continue to fund this by CFRS alone, and this will impact on the Service delivery of CFRS as savings will need to be found to meet this gap.	M Warren	Service Delivery	25	25
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

1. Continue to deliver the new mobilising system into operational service. 2. Understand the funding gap to impact CFRS once SFRS withdraw. 3. Put in place plans to deliver the required savings.	1. February 2024 2. April 2024 3. December 2024	1. T Mirfin 2. T Mirfin/ S Newton 3. IRMP team
<b>Comments</b>		
This is a new risk and is being monitored.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Services priorities e.g. ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	J Anderson	Service delivery	20	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Look to balance development of staff whilst crewing to four. 2. Reviewing of productivity and efficiency. 3. Part of operational risk review project.		1. March 2024 2. March 2024 3. March 2024		1. S Smith 2. S Smith 3. S Thompson	
<b>Comments</b>					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of the services we deliver to our community and attract and recruit, whilst also damaging our performance in these areas which are monitored by HMICFRS.	C Doody	Service Delivery	15	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Deliver People group actions in People Excellence 2023/29, which includes implementation of; 1.1 HMI inspection actions, 1.2 HMI Spotlight Report on Culture, 1.3 NFCC culture action plan, 1.4 LFB gap analysis etc, 1.5 Learning and Organisational Development work plan, 1.6 Focus on recruitment activities and community engagement.		1. March 2029 1.1 March 2027 1.2 March 2026 1.3 March 2026 1.4 March 2026 1.5 March 2026 1.6 March 2026		1. C. Doody 1.1 -1.6 C Doody	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types and fewer calls than a decade ago operational competence is not sustained, especially on stations with low call demand.	W Swales	Health and Safety	16	9

Mitigation activities	Target completion	Owner
1. Fire safety scenario (multi operational training) for core competencies and delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the Training Centre Review what duty system model needs to be provided to be able to deliver the programme. 3. Ongoing investment to upgrade training facilities within county. 4. Middle manager training and recording of competencies.	1.Ongoing 2.Completed 3.Ongoing 4. March 2023	1.VBest 2.WSwales 3.MMoore 4. V Best
Comments		
Work is progressing on the mitigation activities to reduce the risk.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, impact on our operational cover.	J Anderson	Service Delivery	12	8
Mitigation activities		Target completion		Owner	
1. Co-responding to be expanded, dependent on demand from the ambulance service. 2. Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover. 3. Review service recognition policy with a focus on On-call. 4. Looking to bring all stations up to standard to facilitate the roaming pumps. 5. Considering flexible contract arrangements for On-call staff to make the role more attractive.		1. Complete 2. January 2025 3. April 2024 4. April 2024 5. April 2025		1. S Smith 2. S Thompson 3. N Burgess 4. M Moore 5. S Thompson	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that reliance on key staff, in the event that key staff leave or are absent this may lead to the Service having challenges in the delivery of core services and/or resilience to support incidents.	C Strickland	Service Delivery	16	16
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Succession planning in place with ongoing reviews. 2. Ensure the other benefits of joining a public sector organisation as part of the job attraction rather than pay. 3. Continue to be open with the organisation about current challenges and offer support where required. 4. Prioritisation of activities in the IRMP to help focus workforce activities.		1. Ongoing 2. Ongoing 3. Ongoing 4. Complete		1. S Lingard 2. C Raaff 3. C Strickland 4. T Mirfin	
<b>Comments</b>					

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

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



<ol style="list-style-type: none"> <li>1. Embed psychological wellbeing role, ensuring understanding of the purpose of the role is clear.</li> <li>2. Delivery and evaluation of dedicated wellbeing action plan.</li> <li>3. TRIM replacement project.</li> <li>4. Working with Firefighters Charity to introduce courses to support health and wellbeing.</li> </ol>	<ol style="list-style-type: none"> <li>1. November 2024</li> <li>2. Ongoing</li> <li>3. December 2024</li> <li>4. Complete</li> </ol>	<ol style="list-style-type: none"> <li>1. J Fagg</li> <li>2. H Collins</li> <li>3. G George</li> <li>4. J Fagg/S Lingard</li> </ol>
<b>Comments</b>		
Mitigations are underway and delivering.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R112	There is a risk that with On-Call availability declining our availability is not aligned to incident call demand meaning during the daytime we do not have sufficient On-Call fire cover.	J Anderson	Service Delivery	12	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
<ol style="list-style-type: none"> <li>1. Operational Response Review project for options.</li> <li>2. More flexible contracts and rewards being considered to improve attractiveness of the role and retention.</li> </ol>		<ol style="list-style-type: none"> <li>1. January 2025</li> <li>3. April 2025</li> </ol>		<ol style="list-style-type: none"> <li>1. S Thompson</li> <li>2. S Thompson</li> </ol>	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R214	There is a risk that if we experience periods of extreme weather conditions that is an increase in the potential for wildfires, flooding or events that will create an increase demand and/or spate conditions that will significantly increase demand on our resources and lead to increases in major incidents.	J Anderson	Service Delivery	16	16
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
<ol style="list-style-type: none"> <li>1. Operational Risk Review Project (4x4 review and rescue vehicle usage).</li> <li>2. Weather warning monitored and communicated.</li> <li>3. Severe weather TCG are operated in advance of situations arising.</li> </ol>		<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Ongoing</li> <li>3. Ongoing</li> </ol>		<ol style="list-style-type: none"> <li>1. S Thompson</li> <li>2. B Fawcett</li> <li>3. B Fawcett</li> </ol>	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R215	There is a risk that if we experience periods of extreme weather conditions that there is an increase in the potential for wildfires, flooding or events will create increase demand and/or spate conditions meaning that resources and support from and to other counties for mutual aid is limited or non-existent meaning we and they are unable to call for assistance in these times.	J Anderson	Service Delivery	12	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

1. Weather warning monitored and communicated. 2. Severe weather TCG are operated in advance of situations arising.	1. Ongoing 2. Ongoing	1. B Fawcett 2. B Fawcett
<b>Comments</b>		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R83	There is a risk that due to the national position relating to power suppliers there may be an increase in the number of power outages experienced impacting on our operational and support services.	M Warren	Service Delivery	12	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Direct link to Environmental/Sustainability Strategy - looking to making stations/premises more efficient and cost effective. 2. Business continuity planning initiated for potential power outages. 3. Monthly testing of generators by Property team and annual service. Battery back-ups UPS completed by ICT. 4. Working with the Local Resilience Forum to prioritise power for longer term power outages. CPLRF Emergency Plan to be completed, this will include training and exercising the Plan.		1. Ongoing 2. Completed 3. Completed 4. TBC		1. M Warren 2. B Fawcitt 3. B Fawcitt 4. B Fawcitt	
<b>Comments</b>					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that without actively engaged partners in road safety initiatives we will not be able to achieve our objectives in driving down avoidable road traffic collisions and 'killed and seriously injured'.	S Newton	Service Delivery	12	8
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Actively engage with vision zero, sharing resource where possible to engage with young people. 2. Monitor the effectiveness of hosted road safety partnership post event.		1. April 2024 2. December 2023		1. P Clarke 2. P Clarke	
<b>Comments</b>					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R225	There is a risk that the focus on culture driven by HMO/HMI/NFCC in 2023/25 following the LFB report could have a detrimental impact on the employees in our Service as we already have a baseline of a good culture (HMI/Engagement Survey etc)	C Strickland	People	16	9
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Culture measurement on plan - to keep taking temperature checks of engagement/morale. 2. Close working with NFCC and implementation team to understand Spotlight Report actions that are being closed and understanding how other fire and rescue services are approaching the actions. 3. Prioritisation is to our employee engagement and this is how we measure ourselves; this needs to be communicated to our people.		1. April 2025 2. Ongoing 3. Ongoing		1. C Doody 2. C Doody 3. H Douglas	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R227	There is a risk that if we do not maintain our operational equipment to the required standards we may not be in the best position to manage the risks at emergencies and other situations.	W Swales	Service Delivery	10	10
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. PPE Project - contract up for renewal - engaging with national procurement so extending existing contract and awaiting new standards to come in to place before issuing our new contract. 2. PPE Project - working with existing supplier to ensure current provision is fit for purpose until the new contract placed. 3. Workwear Project - contract up for renewal - existing contract to be extended in line with the PPE so that the uniforms can be purchased at the same time to ensure that they are compatible. 4. Workwear Project - working with the existing supplier to ensure the current provision is fit for purpose until the replacement contract is put in place.		1. December 2028 2. April 2024 3. December 2028 4. April 2024		1. S Standen 2. S Standen 3. N Burgess 4. N Burgess	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R228	There is a risk that the communities that we serve do not understand the range of activities and services that we offer and therefore are missing out on important prevention and protection information and opportunities.	S Newton	Service Delivery	15	15
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Our recent community engagement activities identified that people are not aware of our activities. Consideration to be given to our community communication strategy for the next CRMP period. 2. Consider the languages that we publish information in and how this needs to be reflective of our communities. 3. Consideration to be given to how we can ensure maximum productivity of our resources appropriate to the risks that are presented. 4. Develop productive relationships with community groups, partners and NGO's to help raise awareness of our activities.		1. April 2024 2. December 2024 3. April 2025 4. December 2024		1. H Douglas/ R Olivier 2. H Douglas/ R Olivier 3. R Olivier 4. R Olivier	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R230	There is a risk that if we do not have effective development, talent and succession management strategies in place then we will not have the next generation of leaders to progress through the Service, impacting on the quality of our service delivery.	C Doody	Service Delivery	16	12

Mitigation activities	Target completion	Owner
1. Put in place talent management and succession planning strategies.	1. March 2026	1. S Lingard
Comments		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R231	There is a risk that if we do not have effective and followed safeguarding processes in place for when working with the public, the Service is at risk from legal challenge and missed opportunities for intervention by appropriate agencies.	J Anderson	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. DBS vetting processes to be implemented across the Service.		1. July 2024		1. C Doody	
Comments					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people which impacts negatively on fire deaths and injuries.	S Newton	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Continue to review data sets to ensure targeting is as effective as possible. 2. Assess benefits of On-Call and community champions now undertaking safe and well visits which may help mitigate current and post risk scores. 3. Continue to improve data sharing with partners. 4. Develop further working arrangements with partners to increase reach and capacity to identify and meet needs of vulnerable people.		1. Ongoing 2. April 2024 3. April 2024 4. April 2024		1. R Olivier 2. S Fretwell 3. R Olivier 4. R Olivier	
Comments					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R046	There is a risk that the skills/resources required to deliver the programme are not available in the right quantities within the Service.	M Warren	Programme	12	4
Mitigation activities		Target completion		Owner	
1. Talent and succession planning in place with ongoing reviews - key criteria areas identified. 2. Project being prioritised to meet available resources/skill set.		1. Ongoing 2. Ongoing 3. April 2024		1. C Doody 2. T Mirfin 3. T Mirfin	

3. Project office review and restructure to meet future demands.		
<b>Comments</b>		
This risk has increased in score and work is ongoing to reduce this again.		

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R093	There is a risk that the Emergency Services Mobile Communications Programme (ESMCP) solution is delayed leading to the Government having to renegotiate with the supplier resulting in increased costs to the Service.	J Anderson	Financial	12	12
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Awaiting further information from the national project.		1.Ongoing		1. J Anderson	
<b>Comments</b>					
This risk has reduced but still maintaining a view of it.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R212	There is a risk that as people feel the pressure from the increase in the cost of living we may see more primary and secondary fires as a result of cost saving activities, increase use of candles, arson etc.	S Newton	External environment	12	8
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Targeted safe and well visits to provide safety information and prevention of fires in the home. 2. Fire prevention activities and campaigns especially as we approach winter and cooler, darker weather. 3. Use of the MASH referral processes to identify support for vulnerable people. 4. CFRS now well established in serious violence duty group, community safety partnership's etc to work with partners and identify risk. 5. Prevention regularly monitor performance through monthly community risk management meetings and quarterly performance meetings with COAG.		1. Mar 2024 2. Mar 2024 3. Mar 2024 4. Mar 2024 5. Ongoing		1. R Olivier 2. R Olivier 3. R Olivier 4. S Newton 5. R Olivier	
<b>Comments</b>					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that the support for the key systems collapses through either 'out of support' or due to 'business failure' which would leave us in a vulnerable position.	M Warren	Value for Money	16	16
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	

1. Replacement mobilisation and ICCS system in progress. 2. Human resources system - move to cloud environment. 3. Review of way forward for asset database and hydrant information.	1. April 2024 2. December 2024 3. December 2024	1. M Warren 2. C Doody 3. W Swales
<b>Comments</b>		
Technology is kept under review at digital strategy boards to allow for forward planning of resources and budgets.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholetime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	C Strickland	Service Delivery	12	8
<b>Mitigation activities</b>		<b>Target completion</b>		<b>Owner</b>	
1. Reintroduction of coaching and mentoring scheme. 2. Being aware of people’s future plans as any advanced warnings will help planning for this within the resources management board. 3. Review and implement succession and talent management planning.		1. March 2026 2. Ongoing 3. April 2026		1. S Lingard 2. RMUB 3. S Lingard	
<b>Comments</b>					
Work is progressing to reduce this risk. Raising awareness via manager seminars and COAG; IRMP team owned work stream to communicate and plan activities to address risk.					

## Glossary

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

## Source Documents

### Strategic Risk Register

#### Location

Hinchingbrooke Cottage  
Brampton Road  
Huntingdon

#### Contact

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## Policy and Resources Committee Work Programme

### Meetings 2024

Date	Time	Venue
<b>2024</b>		
Monday 22 January	1400 hours	SHQ
Monday 29 April	1400 hours	SHQ
Wednesday 12 June	1400 hours	SHQ

### Work Programme 2024

<b>2024</b>			
<b>Monday 22 January</b>			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 31 October 2023	Dawn Cave	Agreed that the meeting scheduled for 20 December 2023 became an all-Member briefing session
	Action Log	Dawn Cave	
	<b>Decision</b> Draft Budget 2024/25 and Medium-Term Financial Strategy 2024/28	Deputy Chief Executive Officer	
	<b>Audit Reports</b> None		
	<b>Information and Monitoring</b> Revenue and Capital Budget Monitoring Report 2023/24 (including a mid-year Treasury Management Update)	Deputy Chief Executive Officer	
	Fire Authority Programme Management – Monitoring Report	Head of Service Transformation	
	Property Portfolio Update Report	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2024/25		
<b>Monday 29 April</b>			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 22 January 2024	Dawn Cave	

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

*\* Next cycle of Policy and Resources Committee meeting dates will be approved at the Fire Authority meeting on 15 February 2024.*