

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



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

Date: Thursday, 23 July 2020

14:00hr

**Virtual Meeting
[Venue Address]**

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Declarations of Interest**
- 3. Policy and Resources Committee Minutes - 19 December 2019** **5 - 10**
- 4. Overview and Scrutiny Committee Minutes - 3 October 2019** **11 - 16**
- 5. Action Log** **17 - 18**

INFORMATION AND MONITORING

6.	Revenue and Capital Budget Monitoring Report 2020-21	19 - 24
7.	Strategic Risk and Opportunity Management Register - Monitoring Report	25 - 42
8.	Fire Authority Programme Management – Monitoring Report	43 - 58
9.	Audit Progress Report To follow	
10.	Work Programme	59 - 62

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

Councillor Kevin Reynolds (Chairman)

Councillor Mohammed Jamil and Councillor David Over Councillor Barbara Ashwood
Councillor Simon Bywater Councillor Derek Giles Councillor Bill Hunt Councillor Mike
Shellens and Councillor Mandy Smith

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

Clerk Name: Tamar Oviatt-Ham

Clerk Telephone: 01223 715668

Clerk Email: tamar.oviatt-ham@cambridgeshire.gov.uk

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

It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is

happening, as it happens. These arrangements operate in accordance with a protocol which can be accessed via the following link below or made available on request.

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

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

http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 19 December 2019

Time: 3:00pm - 4:18pm

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

Present: Councillors: S Bywater, D Giles, M Jamil, D Over (Vice – Chairman), K Reynolds (Chairman), T Rogers, and M Shellens.

Officers: Chris Strickland – Chief Fire Officer, Matthew Warren – Deputy Chief Executive, Deb Thompson – Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer, John Fagg – Head of ICT and Daniel Snowden – Democratic Services Officer.

124. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillor M Smith.

125. DECLARATIONS OF INTEREST

Councillors Bywater, Giles and Shellens declared a non-statutory interest in minute 136 – Relocation of Huntingdon Fire Station and Training Centre as they were members of the Police and Crime Panel.

126. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 17 OCTOBER 2019

The minutes of the meeting held on 17 October 2019 were confirmed as a correct record and were signed by the Chairman.

127. ACTION LOG

The Committee noted the action log and the following updates provided at the meeting:

- Minute No. 101 – Regarding progress in relation to the age related claim due to pension changes, Members were informed that an interim order had been made that instructed 1992 conditions should be reinstated. It was not clear what impact the ruling would have. However, central government funding would be required in order to meet the additional financial pressure.
- Minutes 118 and 119 – An email update would be provided following the meeting.

128. MINUTES OF THE FIRE OVERVIEW AND SCRUTINY MEETING HELD ON 3 OCTOBER 2019

It was resolved to note the minutes of the Overview and Scrutiny Committee meeting held on 3 October 2019.

129. DRAFT MEDIUM TERM FINANCIAL STRATEGY 2020 TO 2024

The Committee received the draft Medium Term Financial Strategy (MTFS) and associated Financial Plan for 2020/21 to 2023/24. Members noted that the Government spending review had been delayed and due to the general election no information had been received regarding the provisional one year settlement figures for 2020/21. It was anticipated that the details would be released mid to late January 2020. Therefore, an assumed 2% increase to Council Tax had been applied within the MTFS. Officers commented that consideration may want to be given to the public consultation on the proposals and what form that may take. Members noted the level of uncertainty regarding the proposals due to the delay to the financial settlement and the deadlines of District Council's that administer the billing.

In discussing the report:

- Members noted that public consultation was a statutory requirement. However, the consultation could be relatively light touch.
- The Committee noted that generally public consultations undertaken resulted in few responses.
- The Chairman commented that he would be inclined to undertake a roadshow at locations such as Queensgate shopping centre and engage with the public directly regarding proposals.
- A Member suggested consulting on increasing the Council Tax precept by a maximum of £5. However, it would be essential that the purpose of the proposed increase was made clear to the public.
- Officers explained that the approach to public consultation had varied over the years including roadshows and surveys. It was found that the first year of a new approach increased the number of responses and then tended to decrease in subsequent years. A mixed approach to consultation would probably be most effective. Members noted that an online survey together with a press release would be the most cost effective.
- It was proposed with the unanimous agreement of the Committee to amend recommendation c) of the report to approve the draft increase in Council Tax by up to £5 for consultation.

It was resolved unanimously to:

- a) Approve the proposed MTFS 2020/21 to 2023/24;
- b) Note the draft financial plan that includes provisional precept estimates; and
- c) Approve the proposed draft increase in Council Tax by up to £5 for consultation.

130. EQUALITY PAY AUDIT – UPDATE ON WORK TO PROGRESS ACTIONS

The Committee considered the update on work to progress actions arising from the Equality Pay Audit.

Officers, informed the Committee that the report provided an update following the report presented at the July 2019 meeting that had highlighted a number of potential risks for the organisation. Work had been undertaken with a specialist to develop a new pay structure within the agreed cost parameters. The proposals were currently being assessed and subject to that assessment would be presented to the January 2020 meeting of the Committee.

It was resolved unanimously to:

Note the contents of the report.

131. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2019-20

The Committee received a report that gave an update on revenue and capital spend as at 30 November 2019.

Officers drew attention to an under spend in IT and Communications that would be largely spent as there were a number of contracts that would be paid later in the financial year. Members noted the successful recruitment of eight firefighters that were now operational which would result in an over spend on the full-time firefighter budget at year end and therefore an operational reserve had been created to address the issue. Officers highlighted fire allowances expenditure relating to flexible duty Officers who provided cover to a number of Officers who were long term sick and the number of on-call firefighters that remained a cause for concern.

In discussing the report Members:

- Noted that regarding on-call, some expenses were allocated to the wrong area and they would be corrected.

It was resolved unanimously to:

Note the position on revenue and capital spending.

132. ANNUAL REVIEW OF THE ICT SHARED SERVICE AGREEMENT

The Committee received a report that provided the outcome of the annual review of the operation of the ICT Shared Service Agreement for the period 1 April 2018 to 31 March 2019, undertaken by the Head of ICT for Cambridgeshire Fire and Rescue Service and the ICT Shared Service Delivery Manager.

The Committee was informed that the re-structure had been successful. Some staff had left but there had been no requirement for redundancies. The transition to new ways of working had been smooth and the Key Performance Indicators were returning to previous levels. High profile projects such as upgraded infrastructure and the move to Microsoft Office 2016 had been successfully implemented.

Costs of the shared service relating to staffing had remained stable. There had been difficulties in recruiting to the server engineer role due to the level of salary being offered.

In discussing the report Members:

- Noted that a contractor had been used to cover a vacancy however it was unsustainable. A Support Engineer had moved across into the Server Engineer role and the apprenticeship scheme had been successful in growing talent.
- Noted that depending on the role, pay lagged around 10% behind the market rate. Where it could be justified pay was varied in order to attract applicants. In 2013 a report was presented to the Fire Authority that agreed a shared service vehicle that would share terms and conditions with Bedfordshire Fire and Rescue Service (BFRS); the shared terms and conditions were not progressed by BFRS.
- Questioned why the relationship with BFRS was being persevered with. Officers explained that the relationship in most areas was successful and it was only this area where there were difficulties due to an unwieldy governance structure. To resolve the issue a single governance arrangement was recommended by an independent review that was carried out a number of years previously. CFRS members had signed up to the approach however, for unknown reasons, BFRS members had not to date been asked for their agreement.
- Commented that maintaining a relationship because it was convenient was not preferable when there were many potential partners available.
- Drew attention to the colours and ratings used within the Annual Customer Survey results as the scores appeared to be modest. Officers

explained that the scores were out of seven. The scores represented the user perception of IT services and looked at whether they were improving and not how well they were performing. Officers undertook to set benchmarks for where it was expected results should be. **ACTION**

It was resolved unanimously to:

- a) Consider the outcomes of the fourth annual review of the operation of the ICT Shared Service Agreement; and
- b) Note the progress and direction of travel towards achieving the aims of improved service, resilience, flexibility, cover and cost management.

133. UPDATE REPORT ON THE IMPLEMENTATION OF THE NEW MOBILISATION AND INTEGRATED CONTROL AND COMMUNICATIONS SYSTEM

The Committee received a report that provided an update on the progress of the project to implement the new mobilisation and Integrated Control and Communication System (ICCS).

Members noted that the contract had been signed and work was underway to create the system specifications and manage the procurement process. It was anticipated that implementation and testing would take place through most of 2020 in order to ensure it was ready to go live. Dogsthorpe had been identified as the most suitable location to house a secondary control location, in preference to St Ives, as it provided improved resilience not least because it was in a different telephone area code.

Members noted that discussions had taken place with Leicestershire Fire and Rescue Service who had implemented the same system and have sought to learn from their experience.

It was resolved unanimously to:

Note the update as at November 2019.

134. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

No additions were made to the work programme which was noted. otedd.

135. EXCLUSION OF PRESS AND PUBLIC

It was resolved to exclude the press and public from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would

not be in the interest for this information to be disclosed: information relating to the financial or business affairs of any particular person (including the authority holding that information).

136. RELOCATION OF HUNTINGDON FIRE STATION AND TRAINING CENTRE

The Committee received a report that identified a suitable site on which to locate a new fire station and training centre.

It was resolved to:

Agree the recommendations as set out in the exempt report.

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

Date: Thursday 3rd October 2019

Time: 14:00 – 15:00

Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

Present: Councillors Gardener (Vice-Chairman), Harford and McGuire (Chairman).

Officers: Jon Anderson – Assistant Chief Fire Officer, Daniel Harris – RSM, Shahin Ismail – Monitoring Officer, Tamsin Mirfin – Service Transformation Manager, Daniel Snowdon - Democratic Services Officer, Deb Thompson – Scrutiny and Assurance Manager and Matthew Weller - BDO

69. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillors Gowing, Goodwin, Kindersley and Scutt.

There were no declarations of interest.

70. MINUTES – 28TH MAY 2019

The minutes of the meeting held on the 28th May 2019 were approved as a correct record and signed by the Chairman.

71. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS

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

During discussion of the report Members:

- Sought further information regarding fires in prisons and questioned whether it was a nationwide issue and what fire prevention work was undertaken. Officers undertook to provide national information regarding deliberate fires in prisons. Members noted the work of the Icarus programme that sought to address fire starting behaviours with prisoners. The Committee noted that fires tended to occur in spates and fires at Peterborough Prison had decreased. **ACTION [ACFO ANDERSON]**

- Requested that the data relating to killed or seriously injured in road traffic collisions be plotted on a map in order to identify where they were occurring. **ACTION [ACFO ANDERSON]**
- Questioned how the Fire Authority compared with its neighbours regarding the diversity of its workforce. Officers explained that the Authority family group was 2.5% and Cambridgeshire was 3.1%. However this was lower than the national average which was affected by large urban forces.
- Noted that 50% of applicants for vacancies in Combined Fire Control were female which indicated male balance in the role was returning.
- Requested the total number of female operational managers. **ACTION [ACFO ANDERSON]**
- Drew attention to challenging response times and questioned whether the age of appliances had affected them as this had been a factor in Northamptonshire. Officers explained that the age of the appliance fleet was not a factor having only been recently replaced. The greatest factor affecting response times was where people were unable to identify the location of the fire due to rurality. Rural responses were slower however work had been undertaken regarding strategic stations and route modelling which had reduced response times.
- Drew attention to new housing estates where parked cars could impede the progress of an appliance to an emergency and questioned whether concerns could be addressed with planners. Officers explained that the fire service was a statutory consultee on planning applications. Issues tended to occur once houses became occupied and people parked where they should not. It was an issue on older housing estates also and the fire service had leaflets to place on cars that were causing an obstruction.

It was resolved unanimously to:

note the contents of the performance report.

72. EXTERNAL AUDIT LETTER UPDATE

Members received the external audit letter.

During discussion of the report Members:

- Noted the material misstatement contained on page 3 of the report related to an age discrimination case against the Government, the ruling for which was expected in 2020.
- Sought greater clarity regarding the Big Red Button software tool and the significance of the issues identified. The presenting Officer explained that

the tool provided a template set of accounts and included every possible disclosure and therefore required a significant amount of tailoring. Work was planned with the Chartered Institute of Public Finance and Accountancy (CIPFA) who produced the tool in order to refine the tool further.

It was resolved to note the report.

73. INTERNAL AUDIT STRATEGY 2019-20

The Committee considered the Internal Audit Strategy 2019-20 that provided an overview of the current risk profile. Section 2 of the report was highlighted which provided information on individual reviews and would flow through to the Annual Governance Statement.

During discussion Members:

- Drew attention to Appendix B of the report where it was difficult to distinguish between the colours used for Partial Assurance and Reasonable Assurance.
- Highlighted the Partial Assurance rating that was awarded to cyber security and sought further information regarding the actions taken to address the issues raised. The presenting Officer explained that since the audit in 2017/18 there had been seven actions fully implemented, two were in process and the remaining two had not yet been implemented.
- Noted the arrangements for the review process for outsourced internal auditors and further noted that the Institute of External Auditors had been commissioned to review RSM.

It was resolved to note the Internal Audit Strategy.

74. INTERNAL AUDIT PROGRESS REPORT

The Committee received the Internal Audit Progress Report. Members noted the remaining work for the year that had been scheduled. The presenting Officer advised that he would alert Members if anything arose that would affect the year end opinion. It was anticipated that an unqualified opinion would be provided.

Members noted the progress of the annual report through the Committees of the Fire Authority. The Committee also noted that a risk report was presented to the Policy and Resources Committee that provided details of the mitigations and controls put in place.

It was resolved to note the Internal Audit Progress Report.

75. MEMBER LED REVIEW – CAMBRIDGESHIRE FIRE AND RESCUE SERVICE SAFE AND WELL VISITS

The Committee received the Member-led review of Cambridgeshire Fire and Rescue Service Safe and Well visits. The review had been deferred from the previous meeting of the Committee due to an ongoing review of community safety and its structure(s). The purpose of the Member-led review was to ascertain the extent of work currently undertaken by the Service and to maximise its potential to work collaboratively with other agencies.

The Committee noted that 5,250 visits had been carried out in the last 12 months and 7% of those were referred to other agencies for a more detailed assessment.

The presenting Officer drew attention to page 7 of the report that contained observation of service delivery in the St Neots area. In particular, the challenges of currency in respect of data provided by a partner agency (this had resulted in a visit being undertaken to a household where the resident had passed away). Although it presented a risk of distress and embarrassment to staff it was deemed that it was outside of the control of the Service.

Attention was drawn to the report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the conclusions of the report contained at paragraph 10.

Members noted the conclusions of the Member-led review and the benefits of the Safe and Well visits that were being delivered against a background of ongoing internal review and resource pressures.

During discussion Members:

- Welcomed and praised the work of the Safe and Well visits and emphasised their importance in relation to the overall aging population.
- Requested that a comment be obtained from the Executive Director - People and Communities regarding Safe and Well visits to be included in the annual report to the full Fire Authority. **ACTION [DEB THOMPSON]**

It was resolved to consider the findings of the Review Group and note the contents of the report.

76. MEMBER LED REVIEW – APPROACH TO RECRUITMENT

Members were provided an update regarding the Member-led review of the approach to recruitment. The item had been deferred from the previous meeting of the Committee due to the ongoing wholetime recruitment campaign. Members were informed that in excess of 700 applications had

been received for 15 positions. The online application process had been stream-lined in order to reduce the number of steps in the application process. Work was also being undertaken to understand at what point potential candidates dropped out of the recruitment process and the reasons why. The Committee noted the range of activities that had been undertaken with regard to the approach to recruitment and the need to evaluate their impact.

It was resolved to note the update provided.

77. TERMS OF REFERENCE – MEMBER-LED REVIEW OF BEST PRACTICE CONSULTATION WITH REPRESENTATIVE BODIES

Members received the terms of reference for a Member-led review of best practice consultation with representative bodies. The review required the participation of two Councillors and therefore the Chairman proposed with the agreement of the Committee that a request for the second Member be circulated outside of the Committee.

It was resolved to appoint Councillor McGuire to the Member-led review.

78. TERMS OF REFERENCE – MEMBER-LED REVIEW OF HEALTH AND WELLBEING

Members received the terms of reference for a Member-led review of health and wellbeing. The review required the participation of two Councillors and therefore the Chairman proposed with the agreement of the Committee that a request for the second Member be circulated outside of the Committee.

It was resolved to appoint Councillor Harford to the Member-led review.

79. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Overview and Scrutiny Committee work programme.

It was resolved to note the work programme.

CHAIRMAN

Agenda Item: 5

**FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE**

Minutes - Action Log

This is the updated action log as at 23 July 2020 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES OF THE JANUARY 2017 COMMITTEE					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
101.	UPDATE ON STRATEGIC WORKFORCE OBJECTIVES	M Warren / D Thompson	There was a request for a Member Briefing regarding progress in relation to the age related claim due to pension changes.	Original outcome received in favour of FBU. Government has appealed but lost its right to appeal. No agreement expected until 2020. Update 23/07/20 - No remedy expected until 2022 now.	Action ongoing
MINUTES FROM THE SEPTEMBER COMMITTEE 2018					
<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members sought a paper on cash flow to show how much should be easily available and the relative risk on going on a higher return.	M Warren to bring a paper in January 2020. Cash flow risk unchanged as at November 2019.	Bring forward to late 2020

				Update 23/07/20 - A paper on income and future impact will be presented to Committee in October 2020, when council tax and business rates collection rates are known.	
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options.	M Warren to arrange. Update 23/07/20 - Deferred until COVID-19 restrictions ease. Linked to Action 75 above.	Bring forward to late 2020

MINUTES FROM THE SEPTEMBER COMMITTEE 2018

<u>Minute No.</u>	<u>Report Title</u>	<u>Action to be taken by</u>	<u>Action</u>	<u>Comments</u>	<u>Status</u>
132.	ANNUAL REVIEW OF THE ICT SHARED SERVICE AGREEMENT	J Fagg	Members drew attention to the colours and ratings used within the Annual Customer Survey results as the scores appeared to be modest. Officers explained that the scores were out of seven. The scores represented the user perception of IT services and looked at whether they were improving and not how well they were performing. Officers undertook to set benchmarks for where it was expected results should be.	Noted; next annual review due to be presented to Committee in March 2021.	Action complete

Agenda Item: 6

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 23 July 2020

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020/21

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on revenue and capital spending as at 30 June 2020.

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2020/21 was approved at the Fire Authority meeting held in February 2020. The total budget was set at £30.419m with a total precept of £20.908m.
- 4.2 At its meeting in June 2020 the Authority approved a revenue carry forward of £1.281m. The carry forward included grant income of £0.561m. The revised revenue budget for the 2020/21 financial year was therefore £31.700m.
- 4.3 A budgetary control summary showing the main variations to the end of June 2020 is attached at Appendix 1. The carry forwards highlighted in paragraph 4.2 above have not yet been incorporated into the current year budgets. These amendments will be made through July, with the updated position presented to the Policy and Resources Committee in October 2020.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters will be closely monitored through this financial year. An operational reserve continues to be maintained by the Authority to enable the Service to manage fluctuations in wholetime firefighter numbers by funding recruitment ahead of known departures. The Service undertook a recruitment campaign earlier this calendar year and appointed 32 new firefighters, 16 of these commenced their training last month; the remaining candidates will start training in September 2020. These recruits should ensure adequate crewing levels are maintained through to the end of 2021. The exact timing of departures will determine how much of the operational reserve is used at the end of the financial year.
- 5.2 The professional support employee budgets are showing an overall overspend at present. This is owing to an employer's pension lump sum payment being paid ahead of that forecast. This is a timing issue that will be corrected in future reports. In addition, the Senior Officer's pay relates to the former Assistant Chief Fire Officer's secondment to Essex County Fire and Rescue Service which came to an end in June 2020. The income which offsets this cost is collected in arrears and will be included within the other income line.
- 5.3 The premises budget is currently underspent by £100k. The full impact of COVID-19 on our premises costs will become clear at year end. As the Service progresses through recovery other areas of expenditure may be highlighted. Proposals will be brought to the attention of the Authority as they become known and understood.
- 5.4 The transport costs are underspent by £110k. The major part of this underspend relates to insurance which has not yet been paid for the current year.
- 5.5 The supplies and services budget is showing a small underspend to the end of June 2020. This budget also includes COVID-19 expenditure on items of PPE. The Service received a grant to fund this expenditure and also has funds outstanding from partners for items purchased on their behalf.
- 5.6 To the end of June 2020, there was an underspending of £100k against the operational fire budget; this relates to On-Call firefighters.
- 5.7 The impact of COVID-19 on council tax and business rate collection is beginning to be understood. The early estimates range from 5% reductions in council tax to possibly 20% in business rates. However these are only estimates at this stage. We are working with collecting authorities to understand the position and further information will be presented to the Authority later in the year. At that time, there may also be a better understanding of the Government's position with regard to loss of funding.

6. Update - Capital Expenditure and Financing

6.1 The revised capital programme together with spending to date is shown in the table below:

		Original Budget	Carry Forwards	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	1,250	1,767	3,017	513
Land & Buildings	6.3	1,220	663	1,883	633
Equipment	6.4	209	106	315	17
IT and Communications	6.5	775	619	1,394	46
		3,454	3,155	6,609	1,209
Financing					
Capital Receipts		-233	-262	-495	0
Loan		-1,616	-2,088	-3,704	0
Grants		0	0	0	0
Capital Grants Reserve		0	0	0	0
Application of General Reserve		-881	-715	-1,596	-395
Revenue Contribution		-724	-90	-814	-814
		-3,454	-3,155	-6,609	-1,209

6.2 This budget covers the purchase of operational and non operational vehicles. The adjustment relates largely to carried forward funding relating to the delayed order of the two new aerial appliances and supplier delay in accepting orders for new vehicles.

6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided to enhance the training facilities for Ely and refurbishment of the station at Wisbech. The Huntingdon training project will form part of this budget and will be highlighted separately once planning is awarded and final cost quotations are received. This project is being funded from the Property Development Reserve.

6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.

6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last year's budget to fund the upgrade to our infrastructure, including Wi-Fi coverage across the Service.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Final Revenue and Capital Budget Position 2019/20 and Treasury Management Statement Fire Authority – June 2020	Hinchingbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		12,851,880	3,241,758	3,204,008	-37,750	-1%
Control Room Staff		1,641,030	416,164	420,525	4,361	1%
Local Govt. Employees		3,766,140	848,898	1,137,410	288,512	34%
Senior Management (Hay)		2,951,990	738,002	786,434	48,432	7%
Recruitment & Training		611,920	158,558	102,488	-56,070	-35%
Fire Allowances		643,760	197,172	143,564	-53,608	-27%
EMPLOYEE COSTS	5.1 - 5.2	22,466,720	5,600,552	5,794,430	193,878	0
Property Maintenance		348,590	84,501	54,622	-29,879	-35%
Insurance		65,350	38,099	6,793	-31,306	-82%
Energy Costs		319,780	81,899	53,990	-27,909	-34%
Cleaning		165,360	38,211	36,260	-1,951	-5%
Rents & Rates		728,660	728,660	720,492	-8,168	-1%
PREMISES	5.3	1,627,740	971,370	872,156	-99,214	-0
Car & Cycle Allowances		68,950	17,233	10,013	-7,220	-42%
Vehicle Running Expenses		172,340	43,085	23,277	-19,808	-46%
Vehicle Insurance		161,690	83,303	-514	-83,817	-101%
TRANSPORT AND MOVEABLE PLANT	5.4	402,980	143,621	32,776	-110,845	-1
Office Expenses		317,010	77,719	41,310	-36,409	-47%
IT & Communications Equip.		1,941,030	870,387	437,686	-432,701	-50%
Fire Equipment		256,710	45,639	-5,813	-51,452	-113%
Uniforms & Clothing		388,220	97,055	47,143	-49,912	-51%
Other Supplies & Services		1,123,860	241,371	779,445	538,074	223%
SUPPLIES AND SERVICES	5.5	4,026,830	1,332,171	1,299,770	-32,401	
CONTROLLABLE EXPENDITURE		28,524,270	8,047,714	7,999,133	-48,581	-1%
Other Income		-1,350,520	-96,819	-118,863	-22,044	23%
Other Government Grants		-1,538,510	-384,627	-843,216	-458,589	119%
CONTROLLABLE INCOME		-2,889,030	-481,446	-962,079	-480,633	
NET CONTROLLABLE EXPENDITURE		25,635,240	7,566,268	7,037,054	-529,214	-7%
Debt Charges		1,035,960	-21,119	-15,398	5,721	-27%
External Interest		-90,000	-774	3,060	3,834	-495%
CAPITAL FINANCING		945,960	-21,893	-12,338	9,555	
Pensions - Lump Sums		645,850	161,462	157,069	-4,393	-3%
Operational Fire Budget		3,192,350	824,647	717,924	-106,723	-13%
SAFETY-NETTED EXPENDITURE	5.6	3,838,200	986,109	874,993	-111,116	
NET EXPENDITURE		30,419,400	8,530,484	7,899,708	-630,776	-7%

TO: Policy and Resources Committee

FROM: Service Transformation Manager – Tamsin Mirfin

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

Telephone: 07900 267944
tamsin.mirfin@cambsfire.gov.uk

DATE: 23 July 2020

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at July 2020, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

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

3. Risk Assessment

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

4. Background

- 4.1 Risk management is a key element of corporate governance. It enables the Authority to;
- quantify the Authority's exposure to risk and take action to mitigate the risk, where the level of risk is deemed unacceptable to the Authority or the community it serves,
 - focus on priorities,
 - reinforce good practice,
 - encourage improved planning,
 - challenge poor performance.
- 4.2 It is the role of the Policy and Resources Committee to review the strategic risk report to ensure all perceived **High** and **Very High** strategic risks are included and assessed correctly with associated actions to address the identified risks.
- 4.3 The risk register has been refreshed with the current risks reviewed and assessed for their current validity and the mitigation actions have been updated or amended as necessary.
- 4.4 To provide further clarity of the status of the risks within the strategic risk register they have been categorised as Constants or Events.

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

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats. During COVID-19 we have made staff aware of potential threats in operation.
- 5.3 The Emergency Services Mobile Communication Project (ESMCP) remains in our very high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.4 Also in our very high risks is our reliance on, On-Call staff and our abilities to recruit and retain these staff.
- 5.5 As an organisation we are reliant on a number of suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk. For our core and high risk systems, we have recently successfully completed a tender process to replace this system

and implementation is in progress, despite the current COVID-19 situation this project remains largely on schedule; this will assist in the reduction of this risk.

- 5.6 There are a number of risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our integrated risk management plan (IRMP) and we have a number of work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service.
- 5.7 As you would anticipate the largest change to our risk register is the COVID-19 pandemic and the risks that this presents to our organisation and our critical functions. The mitigations are in place with business continuity plans and recovery cells in operation, monitoring and responding to the changing situation.

6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	Matthew Warren	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. March 2019 passed with a "Good". Expect next audit within a year. 2. Internal Audit scheduled.		1. 31/03/2020 2. May 2020		1 J Fagg 2 D Wilkinson	
Comments					
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver, if we do not look at this it could mean we are not able to train in some capabilities.	Simon Newton	Service Delivery	20	10
Mitigation activities		Target completion		Owner	
1. Planning permission to be submitted for alternative land to build a new training centre and fire station within Huntingdon. 2. Planning outcome anticipated October 2020.		1. 30/07/2020 2. 30/10/2020		1. M Warren 2. M Warren	
Comments					
This risk has been very high, but we should start to see this reducing with the current work that is in progress. Controls are in place to overcome current impacts whilst work is conducted to progress with works to create a new training facility and fire station.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service	J Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Network testing to be undertaken with Cambridgeshire Constabulary.		1. December 2020		1. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	J Anderson	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Increased training places for On-Call recruits.		1. June 2020		1. C Parker	
Comments					
Work is underway to mitigate this risk and we already have in place, utilisation of On-Call standbys, consultation with FBU to be able to utilise wholtime staff as an On-Call strategic reserve, provision of alternative appliances. Also introduced phased response and 25% contracts.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R140	There is a risk that changes to pensions and pay may lead to leavers from the fire service resulting in a lack of experience for both wholetime and On-Call leading to a reduction in competency levels that could result in a major incident causing fire fighter injury, death and legal / financial implications.	CFO	Health and Safety	20	15
Mitigation activities		Target completion		Owner	
1. Ensure appropriate resource is provided to support local and national training - review of training resources project. 2. Put in place Risk Assurance review to identify any areas for improvement. 3. Implement the action plan from the Risk Assurance review. 4. Based on the outcome of the Employee Tribunal - (FBU/Gov), need to review the outcomes from this and what impacts this will have on the Service both in terms of funding to pay for this and the profile of predicted leavers on this.		1. Ongoing 2. Complete 3. Ongoing 4. October 2020		1. C Parker 2. T Mirfin 3. C Parker 4. M Warren and S Smith	
Comments					
Acquisition of competence for new and existing staff is given high priority, a system of monitoring competence and identifying and addressing weaknesses is established (i.e. no notice exercises, station inspections). The training and competency recording system (TRaCS) is in place to monitor competency.					

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 being unable to deliver	CFO	Service Delivery	20	16

	core services and or resilience to support incidents.				
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation.		1. 31/12/2020 2. Ongoing		1. S Smith 2. R Stacey	
Comments					

6.2 There are four **Very High** event driven risks with a status of live; two of which have been realised and are now issues.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R195	There is a risk that with staff off sick or diverted to different activities/restrictions in activities there will be a back log of work that will take us a long period to recover from and delay our progress as a service.	CFO	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Monitor the impacts through the IRMP action plan. 2. Put in place plans for catching up on important activities and how we will recover. 3. Resourcing cell established to identify and monitor business areas affected by the COVID-19 emergency.		1. Weekly 2. End April 2020		1. IRMP Team 2. HoGS	
Comments					
COVID-19 is currently the highest risk posed to the Service. The organisation is transitioning from business continuity to recovery phase and continues to monitor the impacts on resourcing and activities.					

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	J Anderson	Finance	20	16
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resource plans and the skillsets we had in place to manage this; resource plans will need to be kept under review.		1. Ongoing		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. We are now anticipating the full business case to be delivered in the new year; it is hoped this will detail release dates and costs of technology. Engagement and monitoring of the situation is ongoing.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community’s diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services.	S Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Positive Action two year plan agreed and launched.		1. 31/10/2020		1. S Smith and L Boucher	
Comments					
Work is ongoing and progressing in this area, we have already run have a go days, utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements. We have delivered menopause awareness training and reviewed our maternity package and					

improvements have been made.

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 operational competence is not sustained, especially on stations with low call demand.	S Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. FS scenario (multi operational training) developed for core competencies and delivered (quarterly) for last two years (18/19). Evaluation to see how successful these are moving forward. 2. Training Centre Review to look at what needs to be delivered. 3. As part of the Training Centre Review what duty system (model) needs to be provided to be able to deliver the programme.		1. January 2020 2. September 2020 3. December 2020		1. J Sherrington 2. C Parker 3. C Parker	
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 – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, the model is not sustainable.	J Anderson	Service Delivery	16	8
Mitigation activities		Target completion		Owner	
1. Look to improve attractiveness of roles through use of more flexible employment terms. 2. On-Call Review project closing, agree roles and responsibilities of Operational Excellence Board replacing the project.		1. Ongoing 2. June 2020		1. K Bowden 2. K Bowden	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improved the recruitment process through STEP. Day crewing negotiations have taken place, with a trial in place for two years.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that do present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	R Stacey	Programme	12	8
Mitigation activities		Target completion		Owner	
1. Proposed change to Risk Based Audit Process, with beta version being trialled alongside current process and findings to be identified. 2. Evaluate desktop audits to lower risk premises.		1. March 2021 2. March 2021		1. D Lynch	
Comments					

Work is progressing on the mitigation activities to attempt to reduce the risk. Risk based inspection programme in place.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R127	There is a risk that we do not have robust succession plans in place leading to the skills and resources potentially not being available to deliver the legislative duties or meet the Services objectives and/or priorities.	CFO	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Establish a forum to look at the potential for it to happen; some focus to be given to support staff, how do we replace the skill sets before the skill sets leave. 2. Keeping a close eye on peoples future plans as any advanced warnings will help. 3. Look at ways to identify potential and develop individuals to progress within the Service. 4. Implementation of career management processes to look at how we can continue to develop leaders of the future and continue to motivate.		1. Ongoing 2. Ongoing 3. Complete 4. Complete		1. M Warren 2. HoGs 3. S Smith 4. IRMP Team	
Comments					
Work is progressing on the mitigation activities to attempt to reduce the risk. No change to the risk at this time. Succession planning processes are in place and monitored on an ongoing basis. Single points of failure document is in place and is monitored on a 6 monthlv basis by the IRMP Team.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R032	There is a risk that owing to resources levels it may take the Service longer to achieve its aims and goals which may become unachievable.	CFO	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Inform Members of potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions. 3. Need to put plans in place for how we will manage impacts on our revenue budget planning being conducted as part of IRMP 2020-24 4. Review the IRMP to ensure that our resources are prioritised and we are clear on our realistic expectations within our resource constraints.		1. Fallback 2.Ongoing 3. December 2020 4. Complete		1. CFO 2. T Mirfin 3. M Warren 4. CFO	
Comments					
Service has in place an annual planning process aligned to the IRMP that ensures all activities are linked to the achievement of the Service vision. Programme planning conflicts are taken to the Chief Officers Advisory Group (COAG) to prioritise projects and communicated through the IRMP action plan to enable staff to focus on key activities. The impact of COVID-19 on our ability to achieve our delivery plans as part of the IRMP are kept under review by COAG.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
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STA – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge, this could impact upon the Services ability to recruit to the On-Call service in these areas. In addition, due to an ageing population there is a risk that the demand for the Service will increase.	S Newton	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified. 2. Through the Resource Management Unit ensure that standbys are sent to the strategic stations to maintain appliance availability to support On-Call recruitment in these areas.		1. December 2020 2. Review October 2020		1. E Miller 2. S Beaton	
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 - R011	There is a risk that due to negligence within the organisation, legislations i.e. Health and Safety/ Asbestos exposure/Legionella/Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputation damage.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Training and assessments of competency levels available via iLearn - further work required to develop these.		1. July 2020		1. Health and Safety Team	
Comments					
The mini PEEL Programme review conducted by the Service has highlighted a number of opportunities to improve the controls around health and safety. However the work required to refresh the health and safety awareness and controls will not impact upon the likelihood of negligence, this risk has remained at its previous score but the mitigation activities have been updated.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	R Stacey	Service Delivery	16	12
Mitigation activities		Target completion		Owner	

1. Behavioural change review and implementing findings.	1. September 2020	1. Head of Community Fire Safety
Comments		
This community risk informs the IRMP and therefore has a high priority with appropriate actions in place, monitored on a regular basis. Work has been completed and has seen this risk reduce from a Very High to a High.		

6.5 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 – R091	There is a risk that due to difficulties in the joint administration of the ICT shared service, it may need to be re-in sourced causing a budgetary increase and loss of resilience.	M Warren	Finance	16	4
Mitigation activities		Target completion		Owner	
1. Review collaborative structure of the shared service. 2. Reviewing ICT Shared Service governance. 3. Review of the shared service undertaken by SOCITM to determine future governance.		1. June 2020 2. June 2020 3. April 2020		1. M Warren 2. M Warren 3. M Warren	
Comments					
Work is ongoing to reduce this risk. Reviewed the existing shared service structure to check it has capacity to meet the requirements and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations in Combined Fire Control we may not be able to deliver adequate call handling and mobilisation services, leading to a reduction in the level of service.	S Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Training and Development of Managers in Control. 2. Implement recommendation to manage Control with three Station Commanders. 3. Recruit to maintain over establishment to ensure resilience is available to cover for maternity leave and sickness absence.		1. August 2020 2. August 2020 3. December 2020		1. G Coop 2. S Newton 3. S Newton	
Comments					
Work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorate, suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position.	M Warren	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. One of the core critical systems has just completed a full tender process and contract awarded. Anticipated deployment of a new system in May 2021 – work is well in		1. May 2021 2. May 2021		1. M Warren 2. M Warren	

progress to complete this. 2. Working with existing supplier to maintain maintenance and ongoing support.		
Comments		
As the project progresses this risk score will be kept under review.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R165	There is a risk that with the exit from the EU there will be delays to imports and exports leading to lack of supplies in service while we await deliveries.	T Stradling	Service Delivery	10	6
Mitigation activities		Target completion		Owner	
1. Procurement leads working with all HoG's for lead in times and any potential Brexit impacts compounded by COVID-19; spreadsheet created to monitor 2. All key suppliers now have confirmed Brexit strategies are in place. Assurances have also been provided for our ability to be able to purchase key operational equipment through ongoing Brexit period. Monitoring required for any further potential impacts to suppliers Brexit strategy plans, being compounded by COVID-19.		1. September 2020 2. September 2020		1. T Stradling	
Comments					
Work is well in progress to understand the risk and to manage any impacts from this.					

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.	J Anderson	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Staff engagement and introduction of moving all Station Commanders to B level. 2. Introduction of portfolio of roles. 3. Embedding the Directors Advisory Board opportunities. 4. Introduction of coaching and mentoring scheme.		1. June 2020 2. September 2020 3. December 2020 4. September 2020		1. S Newton 2. S Smith 3. C Parker 4. G Coop	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R157	There is a risk that our crews do not have the right skills and knowledge to deliver quality and consistent community fire safety or safe and well activities meaning that we are not realising the full benefits from these activities.	P Clarke	Service Delivery	12	2
Mitigation activities		Target completion		Owner	

1. Delivery of maintenance training to operational crews. 2. Evaluation of delivered training to access impact on risk.	1. On hold due to COVID-19 2. 31/07/2020	1. E Miller 2. E Miller
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 – R149	Following the fire in Grenfell House there is a risk high rise premises in Cambridgeshire may not have satisfactory fire safety measures in place.	D Lynch	Health and Safety	10	5
Mitigation activities		Target completion		Owner	
1. Working closely with Local Authority. 2. Target high rise premises through newly formed County risk analysis group.		1. December 2020 2. December 2020		1. D Lynch 2. D Lynch	
Comments					
All high rise residential premises have been audited and placed on the Risk Based Audit Programme. Joint audits completed with housing teams. Fire safety leaflet dropped to every flat in a high rise building in Cambridgeshire. Additionally, all high rise hotel premises have been audited, with no cladding confirmed.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R145	There is a risk that the final arrangements for Brexit may affect certain aspects of service delivery.	M Warren	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
To be determined once fully understood/confirmed.		N/A		N/A	
Comments					
This is a new risk to the Strategic Risk Register; work is ongoing to understand the impact and the possible mitigation actions.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-187	There is a risk if the Incident Command Unit (ICU) continues to run unsupported in Win 7, that it may be open to a potential cyber-attack which could impact on its ability to support a major incident effectively and securely.	S Newton	Service Delivery	12	4
Mitigation activities		Target completion		Owner	
1. Project to review technology used within ICU in progress; options appraisal and recommendation to be delivered. 2. Recommendations implemented.		1. June 2020 2. April 2021		J Tyrell J Tyrell	
Comments					

This project is in progress an options are being reviewed.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-190	There is a risk that during the COVID-19 pandemic, through action or non-actions by the Service, there is a fatality of a member of staff or the public.	CFO	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Monitoring of guidance and advice published as well as Prime Minsters press releases. 2. Core Crisis Team to review guidance and make appropriate decisions on actions or non-actions to be carried out by staff. 3. Communications channels to be set up with staff and partners to inform them of key decisions and impacts of these to normal service delivery. Daily communication updates to be sent. 4. Service doctor engaged to provide advice to those considering long term isolation to shield those at home. 5. Activities conducted to ensure risks reduced. 6. Limiting visitors to stations to essential only across the Service so only crews and Control are in physical locations at present.		1. Daily 2. Daily 3. Daily 4. Daily 5. Daily 6. Ongoing		1. Core Crisis Team 2. Core Crisis Team 3. Media and Communications Team 4. Occupational Health Unit 5. Core Crisis Team 6. Chief Officers Group	
Comments					
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – 191	There is a risk that during the COVID-19 pandemic, the Service has a significant loss or reduction of our critical delivery staff, which leads to the Service failing to deliver its statutory functions.	CFO	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Core Crisis Team in place and business continuity arrangements in operation. 2. Key resourcing requirements understood and resourcing team meeting daily to review resources available and plan these across departments and the county. 3. Volunteers sought to cover the Control Room should shortages of staff occur. Training to be provided to these staff to enable them to operate. 4. Retired operational staff contacted to see if they would be willing to support the Service in crisis times. 5. Resilience resources training refreshed to enable them to be operational when required. 6, Protection of the health and wellbeing of our staff as outlined in risk STA-R190.		1. Daily 2. Daily 3. Complete 4. Complete 5. Complete 6. Daily		1. -6. Core Crisis Team	
Comments					
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-192	There is a risk that due to the cessation of non-life risk prevention, protection and response activities due to the coronavirus, that a large backlog is generated resulting in missed actions/referrals.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Core Crisis Team to meet and act on guidance from Government to inform decision on activities to ease and reduce to protect the community and the staff of CFRS. 2. Continue response and activities where a life risk is identified. 3. Initiate pre-screening telephone calls with those to be visited to risk assess impact of the visit. 4. Recovery Cell set up to capture the impacts of activities not being completed and to understand how these will be reinitiated.		1. Daily 2. Daily 3. Daily 4. Weekly		1. Daily 2.Group Commander for Fire Prevention and Community Fire Safety 3. Business Support Group 4. Recovery Cell	
Comments					
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available. As we reinitiate activities that we conduct these are subject to a risk assessment.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-193	There is a risk that due to coronavirus the supply chain that we are reliant on to supply us with critical safety equipment etc. fails and we are unable to locate stocks that we require to conduct or work safely.	T Stradling	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Speak with key suppliers to understand their business continuity arrangements and vulnerabilities to their supply chain. 2. Ensure equipment and supplies are distributed effectively across the Service and stock piling is avoided. 3. Contact with suppliers to understand their stocks and future supplies. 4. Working with suppliers to find viable alternatives and alternative methods of working.		1. Weekly 2. Weekly 3. Weekly 4. Weekly		1 - 4 HoG Procurement	
Comments					
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available. The logistic cell sits as part of the business continuity structure and actively monitors the supply chain.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA 194	There is a risk that with depleted staff and cessation of site visits etc. work required to deliver our IRMP will be delayed impacting on the Services progress.	CFO	Service Delivery	15	15
Mitigation activities		Target completion		Owner	

1. Monitor the impacts through the IRMP action plan. 2. Business critical and core activities to continue with additional safe guards in place. 3. Recovery Cell in place to collate information regarding any work delayed/deferred.	1. Weekly 2. Weekly 3. Weekly	1. IRMP Team 2. IRMP Team 3. Recovery Cell
Comments		
This situation is regularly monitored and all activities that are ceased or delayed are recorded and the impact assessed.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-196	There is a risk that with other emergency services struggling to deal with the corona virus fire and rescue service staff will step in to assist reducing available resources for response activities. This includes support for the Community Hub and Ambulance Service.	CFO	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Monitor resources daily at the Resources Cell to ensure sufficient resources are available. To provide support to our partners and to ride fire appliances. 2. Dedicated resources added to the Resources Cell to manage the additional support work. 3. Ensure support activities are risk assessed and shared with stakeholders. 4. Put in place measures to ensure appropriate PPE and quarantine periods dependent on the activities to be completed to support others.		1. Daily 2. Daily		1. K Bowden 2. Core Crisis Team/Resources Cell	
Comments					
The COVID-19 business continuity and recovery cells are in operation and are actively working to ensure that our workforce, our activities and our premises are COVID-19 secure as far as reasonably practicable and that we are monitoring and responding to the latest situation updates and guidance available.					

GLOSSARY

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

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Distribution of all Risks across the Scoring Matrix

I M P A C T	Very High	5	R109 – National Operational Guidance	R011 – Negligence with regards to H&S R149 – Grenfell High Rise risk R163 – Migrating from Airwave R190 – Corona Virus fatality – Staff/Public R196 – Corona virus – support to other emergency services	R084 – Lack of information from ESMCP (Issue) R144 – Control Resourcing R191 – Corona virus – loss of critical staff	R093 – ESMCP sustainability (Issue) R094 – Cyber attacks R158 – Ageing Training Centre R164 – ESMCP ESN resilience R178 – On Call Retention R140 – Operational Competency levels R001 – Reliance on key staff – ops	R195 – Corona Virus – Recovery period
	High	4	R003 – Unable to respond to Government initiatives R148 – HMICFRS Actions and focus	R009 – Lack of awareness of legislation R146 – Mis-mobilisation R185 – Growth in county R072 – Investment required in ICT and insufficient capacity to deliver R177 – Data breaches R10 – Lack of controls around legislation R168 – Brexit Communications strategy	R180 – Decrease in working age population R118 – Growth in county R165 – Brexit EU Imports/Exports R137 – Wholtime succession planning R145 – Brexit R187 – ICU running on Win 7 R188 – National picture from Rep Bodies R189 – Co-Responding PTSD R193 – Corona Virus – supply chain failures.	R075 – Sustainability of On-call model R091 – ICT shared Service R113 – Changing incidents impact to competence R141 – System support R117 – Aging population R161 – workforce diversity R192 – Corona Virus – activities stopped	R084 – Lack of information on ESMCP R085 – Timescales of ESMCP
	Medium	3	R013 – Do not articulate clear plans for long term vision R034 – Government cuts impact organisation relationships –internal R040 – Bullying and harassment due to government cuts R056 – Lack of awareness of legislation E&D R057 – Lack of controls around legislation E&D R058 – Negligence causes breach of E&D legislation. R088 – Horizon scanning for Government initiatives	R111- Changing profile of the wholtime Service R007 – Insufficient funding for the new demands of Government R112 – On Call daytime availability R170 – Brexit – Public disorder R153 – Climate change changes incident types R176 – Recycling premises	R027 – National union discussion lead to disputes R008 – Insufficient funding for the current Service R160 – Equal pay audit R167 – Brexit fuel shortages R174 – Brexit companies stockpiling chemicals R132 – Major incident impacts normal service delivery R142 – Support to Addenbrookes hospital R156 – Reporting of major incidents R175 – ICT Shared Service pay awards R188 – Support to Hinchinbrook Hospital R182 – Increase in teen population	R127 – Succession planning R032 – Lack of resources make goals unachievable R157 – Delivering Community Fire Safety	R194 – Corona virus – Impact to achievement of IRMP and other business activities
	Low	2		R087 – Available operational resources uncoordinated R046 – Skill sets to deliver Programme R155 – Evaluation of our activities	R083 – National power supplies	R181 –Urban isolation for the aging population	
	Very Low	1	R016 – Internal financial crime R017 – External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

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

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

DATE: 23 July 2020

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 2020/21.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the Programme Status Report, as at June 2020, attached at Appendix 1.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial year 2020/21 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
 - firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,

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

5. Progress Report on Corporate Projects 2020/21

- 5.1 The current status of projects directly linked to delivery of corporate priorities is shown at Appendix 1. Throughout the Programme status report, the impacts of the COVID-19 pandemic on the individual projects are highlighted.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Programme Status Report	Fire Service HQ Hinchbrook Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Type 3 (High) Projects - Issues/impacts as a result of Coronavirus pandemic shown in red type.

Project	Issues	Successes	Project Performance	
P124 SharePoint & Microsoft 365 Migration Project Sponsor: Matthew Warren Project Manager: Stuart Grey Completion Date: Initial Migration June 20 All Migration - TBD Closure of DMS - Dec 2020 Overall status: Green	<p>The importing of the documents from DMS (current system) for the small scale trial of Application Support Group documents has issues that the supplier are currently working through.</p>	<p>The cleansing of the documents has gone well. Awaiting updated project plan from the supplier Migrations will be phased – initial migrations will be completed by end of June.</p>	Board	
			Team	
			Budget	£100,000
			Risk	
			Controls	
			Timescales	Initial migration issues experienced which are being resolved.
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Jodie Houseago Lead Member: Ellis Jamil & McGuire Completion Date: Contract Award Oct 2019 Go Live May 2021 Overall status: Green	<p>Factory Acceptance Testing (FAT) delayed by two weeks due to two core components not arriving as scheduled with the supplier. Not confirmed as being due to pandemic/lockdown.</p> <p>FAT scheduled for 17th June and will be conducted remotely (due to COVID-19). Additional work has been required to be</p>	<p>Technical design work continues with the new iteration Technical Design Specification document due out for review shortly.</p> <p>Next phase of Project sees the focus on critical path activities, which require completion for the Service to apply for CoCo (Code of Connection) through the Home Office. Gaining compliance (mandatory) enables the use of</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	

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<p>P108 Replacement ICCS & Mobilising Solution cont.</p>	<p>able to deliver this remotely. Timescales of pre-requisite work for Station End Equipment (SEE) installations extended due to additional work required to enable working in close contact in confirmed space i.e. risk assessment/purchase of PPE.</p>	<p>Airwave with the new ICCS/Mobs solution.</p> <p>Data migration – work continues with regular data workshops hosted by the supplier and attended remotely.</p> <p>Secondary control – Aerial work at site booked for 4th June. Generator work to be commissioned. New Uninterrupted Power Supply (UPS) installed.</p> <p>SEE – Pre-requisite site surveys/audits completed by ICT to determine site-specific requirements prior to supplier install. Property staff member building CAS (Communications Alert System) boxes as identified as a pre-requisite for the equipment installs. 4 builds remaining (out of total of 28) with installations at stations beginning w/c 1st June.</p>	<p>Timescales</p>	<p>TBC</p>
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Business Development Programme Status Report

June 2020

Project	Issues	Successes	Project Performance	
P073 Asset Management Software Project Sponsor: Matthew Warren PM: Stuart Grey Lead Member: N/A Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec-18 Dec 19 Stage 5 ICT/Health & Safety Mar 2019 – Sept 2019-Dec 19 Property Sep 2019 Dec-19 Feb-20, 31st Mar 20 Overall Status: Green – to be closed after outstanding issues resolved.	<p>Governance - As a result of the audit carried out by external auditors in Jan/Feb 2019 there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource. Head of Group aware and dealing. Operational System ownership being resolved.</p> <p>Risk around day to day management following project close down – being discussed at Board level. DCE has taken on ownership issue for resolution.</p> <p>The resilience of the system administrator role is being reviewed & training of additional personnel undertaken.</p> <p>Due to the current lockdown some of the outstanding issues cannot be closed.</p>	<p>Integration between systems has been migrated into the live system. Being tested to ensure the data that is in HR system is correctly being updated to the asset database.</p> <p>Review of consumables data in the asset database.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	End Mar 20. Sponsor agreed no further deviation required.

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Business Development Programme Status Report

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Project	Issues	Successes	Project Performance	
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Jon Anderson CFRS migration to Emergency Services Network (ESN) commencing Q1-2018. TBC Status: Red	<p>Full Business Case at Cabinet Level approval delayed until further notice.</p> <p>Over 100 5G masts subject to arson attacks by 5G activists. (Includes 53 EE masts). These will need to be replaced prior to rollout.</p>	<p>3 applicants for Regional Programme Manager Post. (Interviews scheduled for w/c 01 June)</p> <p>Coverage Testing Devices received by CFRS. Training scheduled for next week.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on existing supplier
			Controls	Absence of accurate details
P088 On Call Board Stage 2 PM: Karl Bowden Project Sponsor: Rick Hylton-Jon Anderson Lead Member: Cllr Reynolds Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete	<p>End Project Report (EPR) was not approved at March Programme Board as more detail required. Meeting scheduled to work on the EPR was cancelled due to coronavirus lockdown/ contingency working & will be rescheduled at appropriate point in the future.</p>	<p>Governance of the On Call work will fall under the Ops excellence Group</p>	Timescales	Still unknown
			Board	
			Team	
			Budget	
			Risk	
			Controls	End Project Report to be reviewed

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Implementation TBD Crewing – Feasibility Study June 2019 Complete Implementation TBD Status: Project Closed			Timescales	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Contract Award Completion date: June 2019 (via VEAT Notice May 2017) Dec 2019 Overall status: Green		All elements of this project have now been completed, and the Service is fully migrated onto the new solution. The Disaster Recovery has been tested and passed all testing after some initial issues, which were quickly resolved by the supplier. An end project report will be generated	Board	
			Team	
			Budget	Under budget
			Risk	
			Controls	
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren PM: Sarah Newton Completion Date: Sept 2018 April 2019 Nov 2019 Project Status : On Hold	Project on hold until telephony work completed in Bedfordshire. Bedfordshire have de-escalated work on their new Telephony system whilst most of the Service are working from home; as providing laptops is more of a priority than the phone system. Currently the action is still with ICT to recommend a solution for Bedfordshire to then review.		Timescales	
			Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	

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P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith Completion date: Negotiations/Sign collective agreement Oct 2018-July 2019 Implementation – Start of Trial Jan 2019 April 2019 – May 2019 July 2019 to end of Dec 2021 Status: Green		Trial ongoing is Business as usual and working well. Continues to deliver during these challenging times.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart Grey Completion date: First phase Contract signed TBC Status: To be closed		Project to be closed down. New project initiated for Huntingdon Fire Station & A27 relocation. End Project Report to be presented to next Board.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P126 Huntingdon Relocation Project Sponsor: M Warren Project Manager: Stuart Grey/Simon Thompson		Project Brief has been approved by Programme Board and issued. Set up of Project Board and Team is underway.	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Completion date: Planning phase – Aug 20 Build completion -Oct 21 Status: Green		Land purchase is being progressed with an agreement on the price reached. Design virtually complete	Timescales	
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey Completion date: TBD Status: On Hold.		On Hold –interdependency with relocation of A27 & Training Centre.	Board Team Budget Risk Controls Timescales	
P118 Fireground Radios (to include BA radios) Project Sponsor: Ryan Stacey Project Manager: Ed Miller Completion Date: Stage 1 Evaluation – complete Stage 2 Market Analysis + preferred route Complete Stage 3 Route to Market	Delays with material supply due to COVID 19 lockdown unknown impact at this time. Procurement have enquired around supplier issues with supply with no indication returned that delays will impact the project. This will be on going as the project moves. Testing regime at station could be impacted with COVID	21 April, Board agreed to recommendation paper for route to market now with Framework and tender. London Fire Brigade informed. Project Team have prepared paperwork to move towards framework procurement process including spec document – Board meeting Friday 5 th June for approval to release to tender.	Board Team Budget Risk Controls	 TBD Review of risk will take place following next Board decision

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Project	Issues	Successes	Project Performance	
31 Mar Status: Green	restrictions in the community areas that are designated for testing e.g. shopping halls/Hospitals	End Stage Report produced. Overall project currently remains on schedule as original Brief (approved June 2019) was written expecting a full tender with an 18-24 month timeline. Potentially concluded ahead of end date timeline	Timescales	End Stage Report was due 31 Mar, delayed a month. Now finalised & presented
P122 Training Centre Review Project Sponsor: Chris Parker Project Manager: John Sherrington	Engagement with other Services to research other delivery models affected by lockdown/ restricted access.	Despite COVID 19 all work package leads have reported they have been able to maintain steady progression of their work packages, with notable progress attained in Business Support	Board	
			Team	
			Budget	
			Risk	
			Controls	

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<p>Completion date: Jan 2021 Jan 2022 Status: Amber</p>		<p>Group, Support Training Manager and On Call & Whole time work packages.</p> <p>COVID 19 has influenced the scope of work packages with new methods of delivery and working models being identified during this period of pandemic which are notably worthy of consideration for application. These will be considered for inclusion within the resulting options appraisals. Liaising with Huntingdon relocation project re timelines</p>	<p>Timescales</p>	
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Type 2 Projects

Project	Issues	Successes	Project Performance	
<p>P100 Training Recording & Competency System (TRaCS) Project Sponsor: Simon Newton</p>	<p>COVID-19 has extended timescales of user engagement events – user group specific webinars planned to help mitigate.</p>	<p>Business Intelligence and Performance completed data analysis on the completion rates of TRaCS elements. There is a clear increase, indicating engagement</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	

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<p>PM: John Sherrington-Rob Olivier Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion Q4 2018-Jan 2019 Stage 3: Specialist roles Completion April 2019 Stage 3 Phase 2 CFC and Professional Support Staff Completion Oct 2019 Stage 4 June 2020 Overall Status: Green</p>	<p>Application Support Group (ASG) capacity still a challenge, due to the newly recruited Assistant eLearning Developer due to start on June 1st, now not joining CFRS. – Recruitment process now restarted.</p> <p>STEP integration risk added to the register. ASG have been communicating with the supplier to gain specific guidance to assist STEP developers to stabilize API problems. Issue now resolved.</p> <p>SharePoint Interdependency re: Assessment Forms Links to be re-established after migration from DMS.</p>	<p>activities and use during COVID-19 conditions has been positive. Positive progress which would not have been achieved via IPDS (previous system).</p> <p>Combined Fire Control specific amendments to system complete</p> <p>External Contractor making excellent progress towards clearing backlog of eLearning content.</p> <p>TRaCS competency data was utilised by the On Call support team to present options to Chief Officer Advisory Group regarding re-introducing drill nights to ensure On Call staff are able to maintain their core operational competencies during the Covid-19 pandemic. Regulated drill sessions have now started focusing on risk critical elements and needs of specific individuals.</p>	<p>Timescales</p>	
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Project	Issues	Successes	Project Performance	
P093 Co-Responding		Full evaluation – now completed.	Board	

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Project Sponsor: Jon Anderson Project Manager: Karl Bowden (part of P088) Lead Member: N/A Co-Responding Trial End End of July Nov 2017 Overall status: Amber		To be feedback through Programme Board.	Team Budget Risk Control Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson Project Sponsor: Jon Anderson Completion Date: May 31st Dec 31st 2019 TBD Overall Status: Green Replacement IRU on the run April 2018 June July 2018 - Complete		Specialist equipment – Awaiting confirmation that funds are available before we can purchase Equipment. Boats- Training roll out was suspended due to Covid-19, this has now been rescheduled and due to commence in the coming weeks. There are minimal numbers left to train, once completed Boats will go on the run.	Board Team Budget Risk Control Timescales	Training for boats to be extended due to COVID 19, but now underway again

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Project	Issues	Successes	Project Performance	
P116 Aerial Replacement Project Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: Feb 2021 Overall status: Green	<p>Pinch point in schedule as a result of COVID 19 will be with regards to testing & sign off once vehicles are in the Service.</p>	<p>On schedule. Both suppliers were closed at start of lockdown but have now re-opened. Supplier have TTL issue abroad but to date this is not impacting the UK. Expected delivery date late Aug/Sept</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P119 Hydrant Software Review Project Project Sponsor: Ryan Stacey Project Manager: Nicola Smith Completion Date: Phase 1 30th June 31/10/2019 (Review Stage) Stage 2 – August 2020 Overall Status : Green	<p>Waiting on Supplier to send new contract through following Board agreement to extend Hydra for 6 months.</p> <p>Identified asset database did not contain all hydrant data (only live hydrants).Waiting on supplier to deliver a script to support full data migration from Hydra to the asset database</p> <p>Getting a full set of data into the system is holding up other work.</p>	<p>Application Support Group are working with stakeholders to complete a field-mapping exercise between Hydra and the asset database; including confirmation of the required fields, so that the data repository can be built in the asset database.</p> <p>A basic web map has been built to display Live hydrants. When other hydrant types are migrated they will be displayed in different colours on the map.</p> <p>New version of asset database expected but will need to build a 'middle process' developing comprehensive documents to support Users.</p>	Board	
			Team	
			Budget	Savings as work will be internal
			Risk	Reliant on internal staff
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
P120 SHQ Barrier Project Sponsor :M Warren Project Manager: M Moore Phase 1 Barrier Install Completion Date: Oct 2019 31/03/2020-TBC Phase 2 Additional work TBC Overall status: Green	Government and Service restrictions on work preventing completion of barrier at SHQ. Deviation report for extended timescales to be submitted once dates known.	Continuing with as much work as is possible during current lockdown ICT have now installed switch & exploring if the supplier can complete work during COVID 19 conditions. Issue is not being able to gain access to Combined Fire Control for the work to be completed.	Board	
			Team	
			Budget	Deviation report to be drafted for Phase 2 additional work
			Risk	
			Controls	
			Timescales	Deviation Report
P121 Fire Behaviour Training (FBT) Decommissioning Project Sponsor: C Parker Project Manager: K Turner Completion Date: TBD Overall status: In Planning	Work now paused as contractors are unable to access site to conduct necessary activities to formulate a quote.		Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P125 ICU Project Sponsor: Simon Newton Project Manager: John Tyrrell	Project Manager has been on sick leave. Options Appraisal will be later than scheduled but project is still on target.	Currently assessing what we want for the unit. No update received for this project – This is the update	Board	
			Team	
			Budget	
			Risk	
			Controls	

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Completion Date: March 2021 Overall status: In Planning	Once restrictions have been lifted for Covid 19 Service personnel will research & view technology used by other FRS's.	from April	Timescales	
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Glossary

Cambridgeshire Fire & Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Combined Fire Control (CFC)
Content Management System (CMS)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
Incident Command Unit (ICU)
Official Journal of European Union (OJEU)
Risk Assessment Method Statement (RAMS)
Road Traffic Collisions (RTC)
Sequel server (SQL)
Skype for Business (SfB)
Station End Equipment (SEE)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)
Voluntary Ex-Ante Transparency Notice (VEAT)
Virtual Desktop Infrastructure Project (VDI)
Whole-time (W/T)

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POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2020/21

Date	Time	Venue
2020		
Thursday 23 July	1400 hours	Virtual
Thursday 22 October	1400 hours	Service HQ
Thursday 17 December	1400 hours	Service HQ
2021		
Thursday 28 January	1400 hours	Service HQ
Thursday 25 March	1400 hours	Service HQ
Thursday 24 June	1400 hours	Service HQ

WORK PROGRAMME 2019/20

Thursday 23 July 2020			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 19 December 2019	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 2 April 2020	Tamar Oviatt-Ham	
	<u>Decision</u> No agenda items		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		
Thursday 17 December 2020			
Time	Agenda Item	Member/Officer	

1030	Minutes of Policy and Resources Committee Meeting 23 July 2020	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 16 July 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		

Thursday 28 January 2021

Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 17 December 2020	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 1 October 2020	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		

Thursday 25 March 2021

Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 28 January 2021	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 7 January 2021	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT	
	Equal Pay Audit – Update on Work to Progress Actions	Deputy Chief Executive	

	Work Programme 2020/21		
Thursday 24 June 2021			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 25 March 2021	Tamar Oviatt-Ham	
	Minutes of Overview and Scrutiny Committee Meeting 15 April 2021	Tamar Oviatt-Ham	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		

