

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Wednesday, 22 January 2025

14:00hr

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

AGENDA

Open to Public and Press

1. **Apologies for Absence and Declarations of Interest**
2. **PUBLIC Minutes of the Policy and Resources Committee 28
November 2024** **3 - 6**
3. **Policy and Resources Committee Action Log - January 2025** **7 - 10**

DECISIONS

4. **Cambridgeshire Fire and Rescue Service (CFRS) Community
Safety Activities Update** **11 - 16**

INFORMATION AND MONITORING

5. **Revenue and Capital Budget Monitoring Report - January 2025** **17 - 36**

6. **Strategic Risk and Opportunity Management Register - Monitoring Report** 37 - 50

7. **Policy and Resources Committee Work Programme - January 2025** 51 - 52

Date of Next Meeting

Thursday 3 April 2025

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

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

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

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

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

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

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

Councillor Sebastian Kindersley (Chair) Councillor Mohammed Jamil (Vice-Chair)
Councillor Mike Black Councillor Neil Boyce Councillor Simon Bywater Councillor Edna
Murphy Councillor Kevin Reynolds Councillor Philippa Slatter and Councillor Mandy Smith

Clerk Name:	Tamar Oviatt-Ham
Clerk Telephone:	01223 715668
Clerk Email:	Tamar.oviatt-ham@cambridgeshire.gov.uk

Cambridgeshire and Peterborough Fire Authority

Minutes of the Policy and Resources Committee Meeting

Date: 28 November 2024

Time: 4.00pm - 4.35pm

Place: New Shire Hall

Present: Councillors: S Kindersley (Chair) M Black, N Boyce, S Bywater, E Murphy, K Reynolds and P Slatter

Officers: Matthew Warren, Jon Anderson, Ursula Bird, Stuart Smith, Tamsin Mirfin, Shahin Ismail, , Tamar Oviatt-Ham and Rachel Brittain (BDO LLP).

88. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Smith

There were no declarations of interest.

89. Minutes of the Policy and Resources Committee held 23 October 2024

The minutes of the meeting held on 23 October 2024 were approved as a correct record.

90. Overview and Scrutiny Committee Minutes – 9 October 2024

The minutes of the meeting held on 9 October 2024 were noted.

91. Policy and Resources Committee Action Log

The action log was noted.

92. External Audit Annual Report 2021 to 2023 and External Audit Planning and Completion Report for 2021/22 and 2022/23

Members received the External Audit Annual Report 2021 to 2023 and External Audit Planning and Completion Report for 2021/22 and 2022/23.

Presenting the report, the Director of Public Sector Assurance/Audit Quality Improvement Team from BDO LLP explained that there had been a significant backlog in public sector audits and measures had been taken by the new government to restore the audit system to a timely manner. Government had given a backstop date of getting all 2022/23 audits completed and certified by 13 December 2024. The Chief Fire Officer stated that he was comfortable with the quality of the accounts.

Individual Members raised the following points in relation to the report:

- Queried what the Members were being asked to do in relation to the sign off of the reports as there was no covering report attached. The Monitoring Officer clarified that the Members were being asked to review and approve the reports.
- Raised concern in relation to the caveat in the report as the auditors stated that there had not been enough time to perform all necessary audit procedures. The auditors explained that this had been in relation to the backstop imposed by government but that the Authority did have the information that they required, there was however not enough time to audit it before the deadline. The Chief Fire Officer stated that the audit reports were being signed off on the basis that the accounts had been prepared following the Chartered Institute of Public Finance and Accountancy (CIPFA) guidelines and he gave his assurance that he was happy with the accounts and that the Assistant Director Finance, in her professional opinion, was also happy that the accounts were signed off as accurate at the time to the best of our knowledge.
- Questioned whether the time delay in getting the 2021/22 was in relation to the Authority or government. The Director of Public Sector Assurance/Audit Quality Improvement Team from BDO LLP stated that the last set of Fire Authority accounts had been signed off two years ago and that the delay was in relation to a number of factors in relation to the auditors' resources including the pandemic and difficulty recruiting auditors to undertake the work and that this was a common position for authorities across the country. The Chief Fire Officer stated that the Fire Authority had met all of the deadlines that they had been set by the auditors. He explained that the new external auditors had attended the Overview and Scrutiny Committee and outlined the challenges the market had faced in terms of recruitment and skills shortages and that they were trying to recover some of the ground but that this would take time.
- Queried if the disclaimer would include all of the factors that had resulted in the delay as they had not been included in the executive summary of the report. Members requested an explanatory note be included on the Fire Authority's website that outlined these factors alongside the reports.

Action Required

It was resolved unanimously to approve the reports.

93. Exclusion of the Press and Public

It was resolved unanimously:

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

94. Purchase of New St Ives Community Fire and Rescue Station

Members considered a report that provided an update for decision on the purchase of a preferred site for the new St Ives community fire and rescue station.

It was resolved unanimously to approve the recommendations on the report.

Chair

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as of **22 January 2025** and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES FROM THE 18 JULY 2024 COMMITTEE MEETING

76	Commercial and Procurement Activity – Annual Update	Tracey Stradling Head of Commercial and Business Support	Members requested a written briefing on the key headlines of the new procurement regulations.	Update 23 October 2024 Briefing Notes on each key area of the new procurement regulations will be circulated as and when prepared.	Ongoing
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MINUTES FROM THE 23 OCTOBER 2024 COMMITTEE MEETING

85	Property Portfolio Update	Assistant Chief Fire Officer	The Committee requested that the Chair of the Fire Authority write to the Leader of Huntingdonshire District Council (copying in St Neots Town Council and local County and District Members) in relation to both the St Neots and St Ives projects in relation to ensuring timeframes were kept to, highlighting the impacts in relation to operational pressures.	Update 22 January 2025 Letter sent to HDC Executive Leader and HDC Chief Executive on 13 November 2024. Further distributed on 19 November 2024 to St Neots Town Council Members and all Cambridgeshire Councillors whose division is within the areas mentioned.	Complete
86	Fire Authority Programme Management – Monitoring Report	Assistant Director Community Safety and Resilience	Sought an update on the FireBreak Programme. The Chief Fire Officer explained that a report would be brought to a future meeting.	Update 22 January 2025 Report on agenda covering this initiative 22 January 2025.	Complete
87	Policy and Resources Committee Work Programme – October 2024	Scrutiny and Assurance Manager	The Chair stated that the East/West Rail Project would have an impact on response times and the Service needed to look at potential costs on the Authority from the project including journey mapping and times to arrive at sites so that this could be shared with government. The Chief Fire Officer	Update 22 January 2025 Added to Committee Work Programme 3 April 2025.	Complete

			agreed to add a report to the work programme to address this.		
MINUTES FROM THE 28 NOVEMBER 2024 COMMITTEE MEETING					
92	External Audit Annual Report 2021 to 2023 and External Audit Planning and Completion Report for 2021/22 and 2022/23	Assistant Director Finance Queried if the disclaimer would include all of the factors that had resulted in the delay as they had not been included in the executive summary of the report. Members requested an explanatory note be included on the Fire Authority's website that outlined these factors alongside the reports.	Update 22 January 2025 Appropriate explanatory note included on website.	Complete

Agenda Item: 4

TO: Policy and Resources Committee

FROM: Assistant Director Community Safety and Resilience - Vicky Best

PRESENTING OFFICER(S): Assistant Director Community Safety and Resilience – Vicky Best

07802721465

vicky.best@cambsfire.gov.uk

DATE: 22 January 2025

CAMBRIDGESHIRE FIRE AND RESCUE SERVICE COMMUNITY SAFETY ACTIVITIES UPDATE

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the breadth of community safety activities currently being undertaken by the Service and outline new options for approval.

2. Recommendations

- 2.1 The Committee is asked to;
- 2.1.1 provide views and comments on the community safety activities detailed at Paragraph 4,
 - 2.1.2 provide views and comments on the community safety activities (future options) detailed at Paragraph 5,
 - 2.1.3 approve progression of the future options detailed at Paragraph 5.

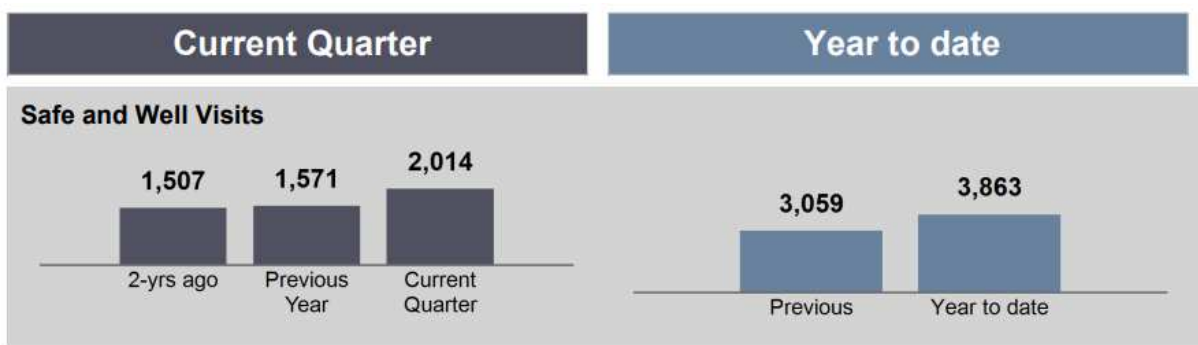
3. Risk Assessment

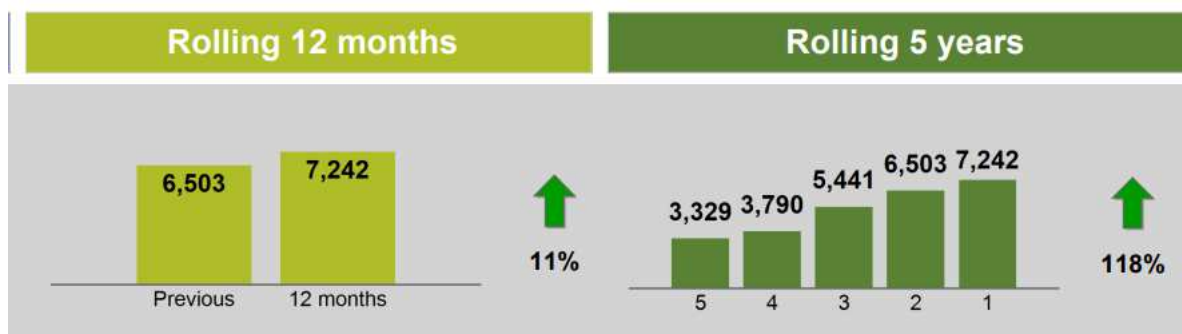
- 3.1 **Political** – the Community Risk Management Plan (CRMP) requires collaboration between the Service and health, social care and other partners to improve the ways in which Cambridgeshire Fire and Rescue Service (CFRS) identify and meet the needs of those most at risk of fire. Additionally, our collaboration with partners in road and water safety aims to reduce the numbers of people killed or seriously injured on our roads and waterways. Working with government, the National Fire Chief Council (NFCC) and other partners, the Service is required to educate our communities on the growing risk of emerging technologies, predominantly lithium-ion batteries and our early interventions with young people aim to help them become valuable members of their communities.

- 3.2 **Economic** – the education of the community and the reduction of risk across fires and other emergencies through prevention activities reduces cost not only to CFRS but also partnership agencies and local authorities.
- 3.3 **Social** – the reduction of fires and other emergencies and education around preventing such incidents will have a positive impact on members of the community.
- 3.4 **Legal** – the Authority has a legal responsibility as a key partner within the serious violence duty with a goal to create a more coordinated and multi-agency approach to tackling serious violent crime, focusing on both prevention and early intervention.

4. Community Safety Activities (current)

- 4.1 **Safe and well visits** are free home fire safety visits that provide advice and support to individuals to protect them and their families from fire and other incidents. Not only do the visits cover fire prevention but also falls prevention, crime prevention and scams. The safe and well visits are risk rated with very high-risk individuals being visited by community safety Officers or community wellbeing Officers whilst high risk individuals are visited by operational crews. The visits) are currently delivered as scheduled visits (referrals from other agencies), unscheduled visits using filtered Exeter data or hospital bed data provided by NRS to target those most at risk, acknowledging evidence provided in a government report published in 2022 or after incident response (following a fire).
- 4.2 CFRS has delivered over 7,000 safe and well visits in the year to date and can evidence a yearly increase over the past five years.





4.3 **Firebreak** is a well-established and locally recognised intervention aligned to the National Early Intervention Framework. The course is available to young people aged between 10 and 18 years, where characteristics may include: risky behaviours, not currently in education, employment, or training (NEET), history of truancy, low self-esteem and confidence or they are identified as gifted and talented. More recently CFRS has delivered courses for young people identified through serious violence duty practitioners. These have been well received and had a significant impact on reoffending rates.

4.4 **Biker Down** is a free course which offers motorcyclists the opportunity to learn practical skills to help avoid being in a crash, as well as essential first aid training and advice on what to do should they find themselves first on scene of a crash where someone is injured. In 2023 the sessions were delivered to 123 members of the public and in 2024 we delivered to 96.

4.5 Additional initiatives delivered across the organisation include;

- representation on the **Vision Zero** partnership which aims to improve road safety across the county,
- **Safety Zones**, delivered with a range of partners, provides a half day input to Key Stage 2 (Year 5 and 6) children covering subjects including fire safety, road safety, cyber safety, and cardiopulmonary resuscitation (CPR),
- **Water safety** messages delivered with the Cambridgeshire and Peterborough Water Safety Partnership to Key Stage 2/3 children,
- **Fire Setter Intervention Scheme** which involves visiting children who play with or have a fascination with fire,
- **Older driver workshops** targeting drivers over 65 years of age these two-hour sessions are delivered in collaboration with the police and cover a number of topics specific to older drivers.

Collaborative Work/Partnerships

4.6 CFRS links with partners across several areas. We are an active partner in all **community safety partnerships** (CSP's) across Cambridgeshire and Peterborough. CFRS has chaired South Cambridgeshire CSP for the past 10 years and sits as Vice Chair on the Cambridgeshire CSP. The Service sits as a partner on the High Harms Board, the Vision Zero Strategic Board, Domestic

Abuse and Serious Violence Board and contributes to Domestic Homicide Reviews.

- 4.7 In April 2024 we commenced a 12-month **trial with East of England Ambulance Service (NHS) Trust (EEAST)** with two community wellbeing Officers. These are a split role supporting both partners through attending incidents and reducing risk to the most vulnerable members of the community. Our Officers have delivered 463 safe and well visits in eight months, completed 53 safeguarding referrals and attended 192 incidents for EEAST.

Regional and National

- 4.8 CFRS are represented on a number of regional and national prevention groups including;

- National Fire Chiefs Council Regional Prevention Committee,
- National Fire Chiefs Council Fire Kills Group,
- Water Safety Partnership (Chair),
- Vision Zero (Tactical and Strategic Board).

5. Community Safety Activities - Future Options

- 5.1 In addition to the current activities detailed above there are a number of other initiatives CFRS wishes to undertake.

- 5.2 The current safe and well visit is being replaced by **home fire safety visits** (HFSVs) which are a standard approach to home fire safety outlined by the NFCC Person Centred Framework and cover the eight core components listed below;

- home fire detection and assistive technology,
- general fire safety (candles, cooking and escape planning),
- electrical safety,
- fire and heaters (safer heating),
- clutter and hoarding,
- deliberate fires,
- smoking-related fires,
- medicines and medical devices.

- 5.3 The Service plans to implement the transition to HFSVs from April 2025. Aligning with the framework and introducing the components will address a broader range of risks, including deliberate fires, clutter and hoarding, and lithium-ion battery safety, which were previously underrepresented. The new model is supported by NFCC standardised training materials and a competency framework, ensuring staff are equipped to deliver tailored, person-centred advice. This approach will further enhance risk assessments, improve referral pathways, integrate technology for assisted living, and ensure

consistent, high-quality delivery, leading to more effective fire prevention and improved safety outcomes in the community, all of which contributes to the effective delivery of our CRMP.

- 5.4 **Community education activities** will recommence in schools from April 2025. A Community Education Board will agree quarterly objectives based on incident trends and specific calendar risks. In addition to schools' education, CFRS are exploring options to further support serious violence duty through attending diversionary groups and delivering a suitable training provision.
- 5.5 A **Firebreak + model** has been developed and is being trialled in early 2025. This model maintains contact with the young people for five weeks post initial input and incorporates sessions delivered by partner agencies. The new approach aims to further embed the skills and behaviours of the course to maintain the impact of the course for longer.
- 5.6 **Fire-P** is an intervention scheme for adult fire setters. We have two trained members of staff within CFRS and are in early stages of communications with partners (police, probation and prison service) around how we can embed this scheme within prisons prior to release therefore reducing the risk of arson in the community.
- 5.7 We are in discussions to extend the **trial with EEAST** for a further 12 months to fully understand the costs and benefits to both organisations.

6. Conclusion

- 6.1 CFRS will strive to continue delivering a range of community safety activities to meet the needs of Cambridgeshire and Peterborough residents. Cognisant of resource pressures, these activities will be subject to constant review to ensure they remain effective and provide value for money.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
<u>Overview and Scrutiny performance measures Q1</u>	Hinchingsbrooke Cottage Brampton Road Huntingdon	Assistant Director Community Safety and Resilience - Vicky Best 07802721465 vicky.best@cambsfire.gov.uk
<u>Overview and Scrutiny performance measures Q2</u>		

TO: Policy and Resources Committee

FROM: Assistant Director Finance (A) – Ursula Bird

PRESENTING OFFICER(S): Assistant Director Finance (A) – Ursula Bird

Telephone 07900 267912
ursula.bird@cambsfire.gov.uk

DATE: 22 January 2025

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2024/25 (INCLUDING MID YEAR TREASURY MANAGEMENT REVIEW)

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 and a mid-year Treasury Management review as of 31 December 2024

2. Recommendation

- 2.1 The Committee is asked to;

2.1.1 note the position on revenue and capital spending,

2.1.2 review and provide comment on the mid-year Treasury Management review at Appendix 4.

3. Risk Assessment

- 3.1 **Economic** – in recent months inflation (CPI) appears to be steadily increasing, being 2% in June and rising to 2.6% in November on goods and services. We have accounted, on average, for 3% in our 2024/25 budget.

4. Background

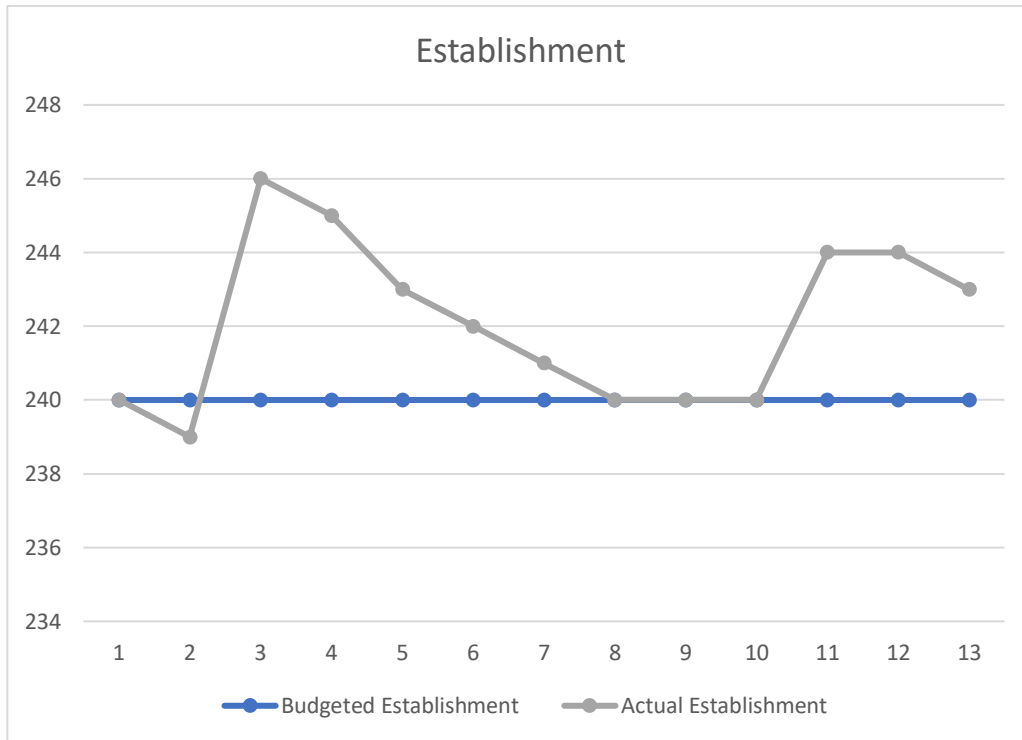
- 4.1 The budget for 2024/25 was approved at the Fire Authority meeting held in February 2024. The total budget was set at £35.592m with a total precept of £25.243m.

- 4.2 At its meeting in June 2024 the Authority approved a revenue carry forward of £0.607m, making a revised budget of £36.199m.

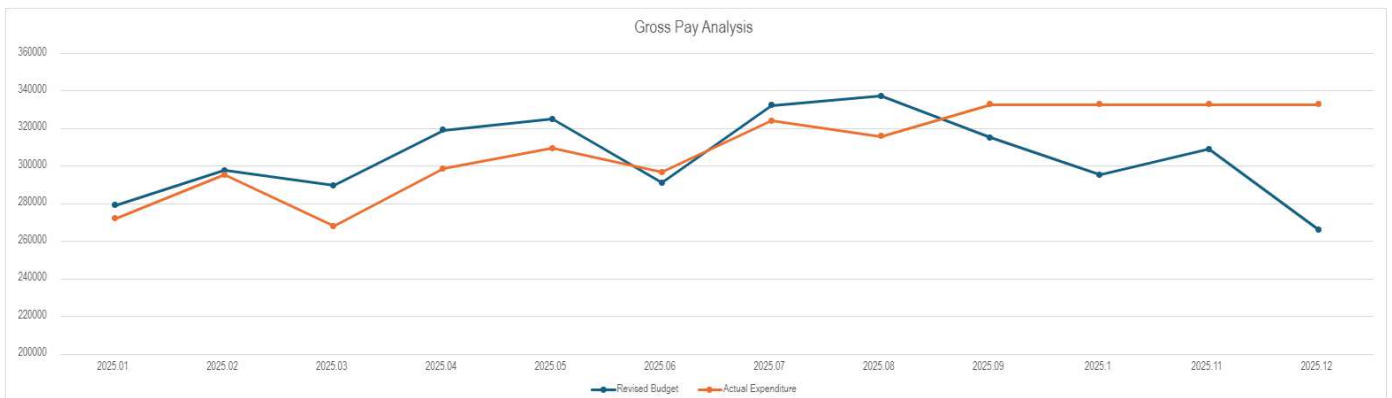
- 4.3 A budgetary control summary showing the main variations to 31 December 2024 is attached at Appendix 1. The carry forwards highlighted in Paragraph 4.2 above have been incorporated into the current year budgets.

5. Update – Revenue Expenditure

5.1 The budget for full-time firefighters continues to be overspent in this third quarter, but the variance has reduced as expected as other firefighters have retired and sickness levels have reduced. We are expecting a slight increase in costs over the next couple of months relating to a further take on of new recruits.



5.2 The operational On-Call firefighter expenditure remains underspent. The underspend is down to the fact that not all firefighters are in the pension scheme, and not all attract the full national insurance charges due to individual circumstances. New pay bandings were agreed as part of the Grey Book pay award and came into effect in January 2025; we forecast this could cost the Service up to an additional £400k-£500k per annum. The impact will be better understood by the end of this financial year and will be closely monitored and reviewed.



- 5.3 The control pay continues to have a slight underspend. Establishment is slightly down on that budgeted.
- 5.4 The underspend in support, management and administration is because of unfilled vacancies for parts of the year and a pension lump sum saving of £13k.
- 5.5 Other employee costs cover a large range of supplies and services relating to employees; the main underspends are in clothing (PPE and non-PPE), training and occupational health. Occupational health is largely a reactive cost. A saving of £9k relates to insurance.
- 5.6 The premises underspend continues to be due to gas and electricity costs being significantly less than those budgeted (when rates were high). The overspend relating to the business rates on the old Huntingdon site will remain as the completion of the sale is still pending; it is hoped this will complete by the end of this financial year. The underspend in property maintenance is not expected at the end of the year.
- 5.7 Plant and vehicle costs continue to show an underspend due to lower fuel costs and usage.
- 5.8 The supplies and services budgets are showing an underspend. Much of this is budgetary timing. There is a £10k saving in insurance fees and a £7k reduction in cross-border charges than those expected. We expect the underspend in postage, printing, and copier charges to remain circa £50k as we continue with new ways of working.
- 5.9 The other income is above budget, which is partially down to a timing issue but also because the income from Cambridgeshire and Peterborough Local Resilience Forum and East of England Ambulance Service for the sharing of two Community Welfare Officers was not budgeted as it was not confirmed at the time of the budget setting [circa £72k to date].

6. Update - Capital Expenditure and Financing

- 6.1 The revised capital programme, together with spending to date, is shown in the table contained within Appendix 2.
- 6.2 This budget covers the purchase of operational and non-operational vehicles. The purchase of new vehicles is in line with the revised fleet and sustainability strategies. Activity this financial year includes calling-off and rolling out 13 of the 22 new hybrid flexi Officer vehicles and three new fire appliances.
- 6.3 This property budget covers the maintenance and refurbishment of existing properties across the entire estate with a focus on sustainability and addressing how to deal with contaminants and factors highlighted in the condition surveys. The largest project for 2024/25 and going into 2025/26 is the refurbishment of St Neots station.
- 6.4 The IT and communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. Tablets have

been rolled out, replacing obsolete equipment so improving productivity, as well as upgrading some key software.

- 6.5 The equipment expenditure relates to rescue equipment, thermal cameras and breathing apparatus washing machines. The department is currently reviewing options for treating contaminants. The rescue equipment for the three new fire appliances was purchased at the end of the last financial year. The spend to date is for the radio communications equipment for the new Officer vehicles.
- 6.6 The Authority is still carrying debt of £5.7m. This position remains unchanged since June 2021, the last time any additional debt was taken. The Authority is holding £14.8m on deposit; in July an additional up-front pension funding of £6m was received from the Home Office in readiness for the expected pension payments relating to the Matthew’s second options’ exercise (On-Call back-dating pension to original start date) and McCloud pensions remedy (age discrimination case affecting both wholetime and On-Call firefighters); outgoing payments are expected from October onwards. Every July the Authority receives approximately £4m from the Home Office to fund the firefighter pension scheme deficit and as such this cash is utilised during the year. A summary table of this position is shown in Appendix 3.

7. Mid-Year Treasury Management Review

- 7.1 A mid-year Treasury Management review (Appendix 4) has been prepared in compliance with CIPFA’s Code of Practice on Treasury Management. It provides Members with, amongst other information, an economic update for the first half of the 2024/25 financial year.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fre Authority Reports and Minutes – various Revenue and Capital Budget Position 2024/25 Treasury Management Mid-Year Review 2024/25	Hinchingbrooke Cottage Brampton Road Huntingdon	Ursula Bird Assistant Director Finance 07900 267912 ursula.bird@cambsfire.gov.uk

Description	Paragraph	Revised Budget	Budget To Date	Actual To Date	Variance
		£'000	£'000	£'000	£'000
EMPLOYEE EXPENDITURE					
Operational Wholetime	5.1	16,570	12,400	12,463	64
Operational On-Call	5.2	3,657	2,786	2,712	(74)
Operational Control	5.3	2,075	1,564	1,518	(46)
Operational Other	5.1	924	693	691	(2)
Support Mgt & Admin	5.4	7,945	6,113	5,986	(127)
Support Mechanics	5.4	310	233	192	(41)
Support Caretakers/Handymen	5.4	227	170	167	(3)
Other Employee Costs	5.5	1,899	1,523	1,327	(196)
		33,606	25,482	25,057	(425)
PREMISES EXPENDITURE					
Insurance		45	45	42	(4)
Utilities - Gas, Electric, Water, Oil		736	552	383	(168)
Cleaning & Waste Management		51	43	47	4
Business Rates		898	898	988	90
Property maintenance (inc. service		572	490	414	(76)
Other - rents, offices furniture &		69	60	56	(3)
	5.6	2,371	2,087	1,931	(156)
TRANSPORT AND PLANT EXPENDITURE					
New Operational Equipment &		112	87	116	30
BA, Operational Equipment Maintenance &		230	173	116	(56)
Fleet Fuel		441	331	249	(81)
Fleet Maintenance (inc. Tax & MOTs &		255	192	245	53
Fleet Insurance		144	144	135	(9)
	5.7	1,183	926	863	(64)
SUPPLIES AND SERVICES EXPENDITURE					
Finance charges, Audits, Other insurance,		367	235	143	(92)
Community Safety, Fire Protection &		208	162	129	(34)
Hired support, Consultancy & Professional		738	610	485	(125)
Cross Border Activity Costs		90	0	(7)	(7)
Project Programme Costs		104	81	56	(25)
IT hardware and software, inc.		1,492	1,198	1,189	(9)
Postage, Printing & Copier expenses		103	85	37	(48)
Telecommunications, Airwaves, Mobilising		1,080	822	683	(139)
Subscriptions		79	63	63	(0)
Other		45	30	23	(7)
	5.8	4,307	3,286	2,800	(485)
CONTROLLABLE EXPENDITURE		41,467	31,782	30,651	(1,131)
Other Income					
Secondments Income		(92)	(69)	(69)	0
Shared Services & Contributions (Fire		(1,567)	(930)	(1,011)	(81)
Other Services Income		(290)	(241)	(264)	(23)
Non-NNDR Government Grants		(1,936)	(1,695)	(1,695)	0
	5.9	(3,886)	(2,934)	(3,039)	(104)
NET CONTROLLABLE EXPENDITURE		37,582	28,848	27,613	(1,235)

Capital Resources Summary							
Capital Expenditure/Funding Type	Para	Original Budget	Carry forwards	Revised Budget	Actual		
					Expenditure	Committed	
Vehicles	6.2	£ 1,859,000	£ 1,407,000	£ 3,266,000	£ 1,087,000	£ 300,000	
Property	6.3	£ 1,969,000	£ 840,000	£ 2,809,000	£ 281,000	£ 1,943,000	
ICT	6.4	£ 374,000	£ 294,000	£ 668,000	£ 336,000	£ -	
Equipment	6.5	£ 189,000	£ 54,000	£ 243,000	£ 19,000	£ 17,000	
Total		£ 4,391,000	£ 2,595,000	£ 6,986,000	£ 1,723,000	£ 2,260,000	
Capital Receipts Reserve		£ 2,699,000		£ 2,699,000	£ 133,000	£ -	
Loan/Borrowing		£ 692,000	£ 2,195,000	£ 2,887,000	£ 1,470,000	£ 980,000	
Application of reserves		£ 1,000,000	£ 400,000	£ 1,400,000	£ 120,000	£ 1,280,000	
Revenue Contribution				£ -			
				£ -			
		£ 4,391,000	£ 2,595,000	£ 6,986,000	£ 1,723,000	£ 2,260,000	

Deposits and Borrowing Summary							
		Start	End	Amount	%	Days	Interest
Fixed Term Deposits							
Standard Chartered - Sustainable Deposit		22/11/2024	21/11/2025	£1,000,000.00	4.65	364	£46,372.60
SMBC Bank international Plc		25/10/2024	24/01/2025	£2,000,000.00	4.82	91	£24,033.97
Lloyds Bank Corporate Markets (NRFB)		25/07/2024	24/01/2025	£1,000,000.00	5.12	183	£25,670.14
Lloyds Bank - Direct Investment		25/11/2024	25/02/2025	£2,000,000.00	4.66	92	£23,491.51
SMBC Bank international Plc		25/09/2024	24/01/2025	£1,000,000.00	4.87	121	£16,144.38
SMBC Bank international Plc		05/08/2024	05/02/2025	£1,000,000.00	4.97	184	£25,054.25
Lloyds Bank Corporate Markets (NRFB)		25/06/2024	02/01/2025	£1,500,000.00	5.19	191	£40,737.95
				£9,500,000.00			
Call account							
Bank of Scotland		current account		£ -	2%		
Santander (instant access)				£ 200.78	2.63%		
Bank of Scotland		0 Day treasury call account		£ 2,034,201.55	4.88%		
				£ 2,034,402.33			
Barclays Deposit				£ 2,099,520.00	3.75%		
Total Deposits				£ 13,633,922.33			
Borrowings							
PWLB		08/03/2007	08/03/2053	£1,700,000	4.25%		
PWLB		01/08/2007	01/08/2053	£1,500,000	4.55%		
PWLB		15/06/2021	14/06/2071	£2,500,000	1.89%		
Total Borrowings				£5,700,000			
Net investments/(borrowings)				£7,933,922			

Mid-Year Treasury Management Review 2024/25

Cambridgeshire and Peterborough Fire Authority

(This report is written with material taken from Link Group's Quarterly Treasury Report, their latest report available at time of writing was to 30th September 2024. Data specific to the Authority is to 31 December 2024).

Quarter Ended 31 December 2024

1. Introduction

1.1 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2021).

The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Authority's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Authority will seek to achieve those policies and objectives.
- Receipt by the Authority of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, covering activities during the previous year.
- Delegation by the Authority of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Authority of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Authority, the delegated body is the Policy and Resources Committee:

1.2 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following;

- An economic update for the first half of the 2024/25 financial year,
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy,
- The Authority's capital expenditure, as set out in the Capital Strategy, and prudential indicators,
- A review of the Authority's investment portfolio for 2024/25,
- A review of the Authority's borrowing strategy for 2024/25,
- A review of any debt rescheduling undertaken during 2024/25,
- A review of compliance with Treasury and Prudential Limits for 2024/25.

2. Annual Investment Strategy Update

2.1 The Treasury Management Strategy Statement (TMSS) for 2024/25, which includes the Annual Investment Strategy, was approved by the Authority on 15th February 2024. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Authority's investment priorities as being:

- Security of capital
- Liquidity
- Yield

2.2 The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Authority's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit quality financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

Creditworthiness

2.3 The UK's sovereign rating has proven robust through the first half of 2024/25.

Investment Counterparty Criteria

2.4 The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

CDS Prices

2.5 It is noted that sentiment in the current economic climate can easily shift, so it remains important to undertake continual monitoring of all aspects of risk and return in the current circumstances.

Investment Balances

2.6 The average level of funds available for investment purposes up to 31 December 2024 was £12,197m. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

2.7 The Authority received funding from Central Government in July 2024 to help the Authority manage its cashflows settling payments in relation to the Fire fighters pension remedy's. It is relatively unknown as to when payments will be required to be made so the Authority is monitoring its Treasury activities on a continual basis and have prioritised short term investments over longer term investments until there is greater certainty over future cashflows.

2.8 Currently shorter-term investments are providing the Authority with greater yield over longer-term investments.

3. Treasury Position as at 31 December 2024

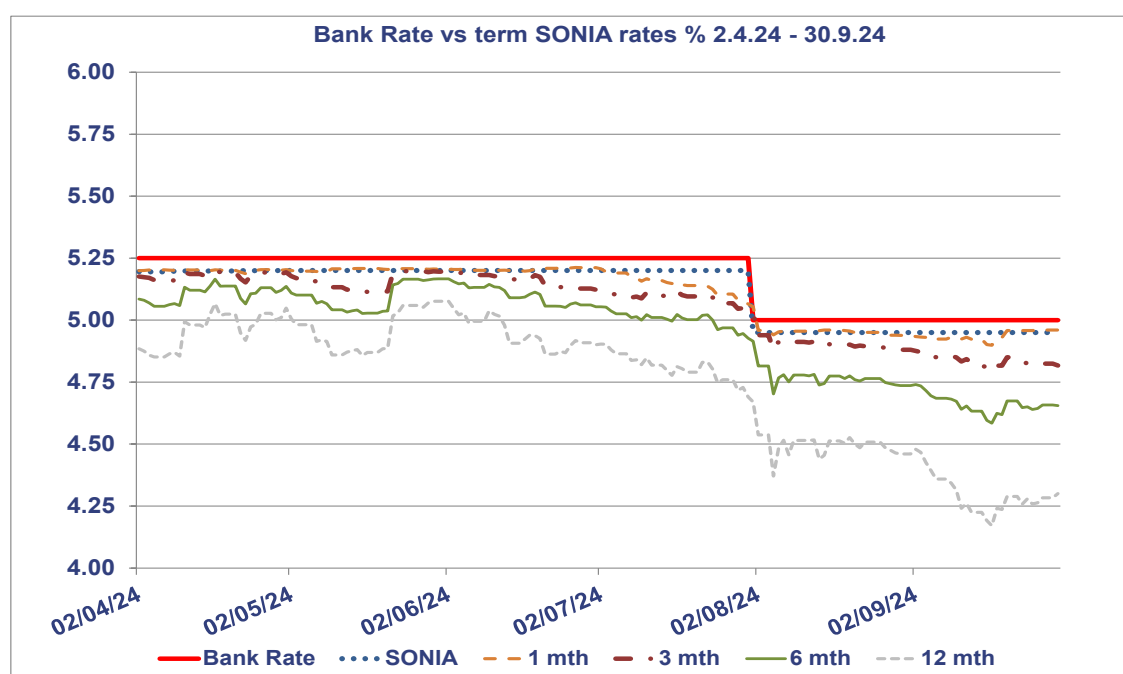
Approved Limits

3.1 Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the period ended 31 December 2024. The movement in reserves relate to planned movements from the previous year's budget to the current revenue budget (order carry forwards and requested carry forwards

(Paragraph 4.2 within Appendix 3). Currently the Authority uses its capital receipts to fund capital expenditure each year.

DEBT	31 March 2024 Principal	Rate/Return	Average Life yrs	31 December 2024 Principal	Rate/Return	Average Life yrs
Total Debt	£5.700m	3.56%	35	£5.700m	3.56%	34
Capital Financing Requirement (CFR)	£9.688m			£9.688m		
Over / (under) Borrowing	(£3. 988)m			(£3. 988)m		
Total Investments	£4.444m	5.04%		£13.364m	4.56%	
Net Investments	(£1.256)m			£7.664m		

3.2 Investment Performance April to September 2024 (provided by Link Group)



**Investment performance year to date as of end-September 2024. The graph uses the Sterling Overnight Index Averages. It is based on a backward-looking benchmark which reflects where the market was positioned when investments were placed.*

	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	5.25	5.20	5.20	5.21	5.23	5.26	5.33
High Date	02/04/2024	03/05/2024	13/05/2024	26/06/2024	26/07/2024	26/07/2024	01/08/2024
Low	5.00	4.95	4.95	4.96	5.06	5.18	5.09
Low Date	01/08/2024	01/08/2024	27/08/2024	04/09/2024	30/09/2024	30/09/2024	02/04/2024
Average	5.17	5.12	5.12	5.15	5.20	5.25	5.26
Spread	0.25	0.25	0.25	0.25	0.17	0.08	0.24

Interest Rate Forecast

3.3 The Authority has appointed Link Group as its treasury advisors and part of their service is to assist the Authority to formulate a view on interest rates. The PWLB rate

forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012.

3.4 Link Group's latest forecast below sets out a view that short, medium and long-dated interest rates will fall back over the next year or two.

Link Group Interest Rate View	28.05.24									
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	4.50	4.00	3.50	3.25	3.25	3.25	3.25	3.00	3.00	3.00
3 month ave earnings	4.50	4.00	3.50	3.30	3.30	3.30	3.30	3.00	3.00	3.00
6 month ave earnings	4.40	3.90	3.50	3.30	3.30	3.30	3.30	3.10	3.10	3.20
12 month ave earnings	4.30	3.80	3.50	3.40	3.40	3.40	3.40	3.20	3.30	3.40
5 yr PWLB	4.50	4.30	4.10	4.00	3.90	3.90	3.90	3.90	3.90	3.80
10 yr PWLB	4.60	4.40	4.30	4.10	4.10	4.10	4.00	4.00	4.00	3.90
25 yr PWLB	5.00	4.80	4.70	4.50	4.50	4.40	4.40	4.40	4.30	4.30
50 yr PWLB	4.80	4.60	4.50	4.30	4.30	4.20	4.20	4.20	4.10	4.10

**The PWLB rate forecasts above are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1 November 2012.*

4. The Authority's Capital Position

4.1 This part of the report is structured to update:

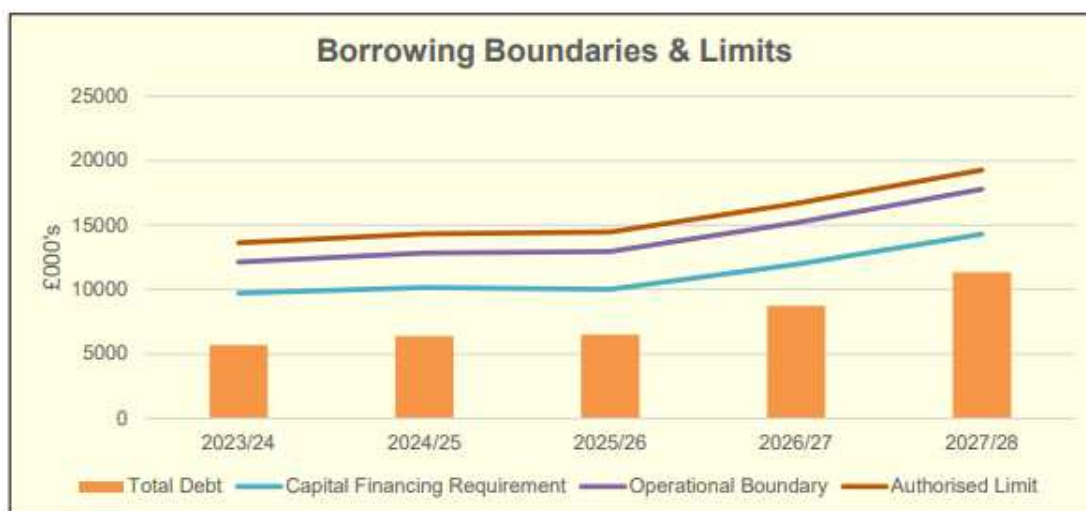
- The Authority's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

Changes to the Financing of the Capital Programme (see also Appendix 2 to main report)

4.2 The table draws together the main strategy elements of the capital expenditure plans and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Authority by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

4.3 Currently no changes have been made to the prudential indicators.



	2024/25 £.m	2025/26 £.m	2026/27 £.m
Capital financing requirement	10.150	10.018	11.965
Operational boundary	12.826	12.955	15.176
Authorised limit	14.326	14.455	16.676
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

5. Borrowing Strategy

5.1 No borrowing has been undertaken up to and including the quarter ending 31 December 2024. The Authority continues to maintain an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) is not fully funded with loan debt, as cash supporting the Authority's reserves, balances and cash flows was used as an interim measure. This strategy was prudent as investment returns have previously been very low and minimising counterparty risk on placing investments also needed to be considered.

5.2 The Authority has not taken out any borrowing as there continues to be a cost to revenue on any new long-term borrowing that is not immediately used to finance capital expenditure, although this would have caused a temporary increase in cash balances, it would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

5.3 The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

PWLB Rates (taken from Link Group's Treasury Report to 30 September 2024)

5.4 The yield curve movements have become less volatile and PWLB 5 to 50 years Certainty Rates are, generally, in the range of 4.10% to 4.80%. Link view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.

PWLB Maturity Certainty Rates Year to Date to 30 September 2024

5.5 Gilt yields and PWLB certainty rates were less volatile than at this time last year. Overall, the 10, 25 and 50-year part of the curve endured a little volatility but finished September very much as it started in April.

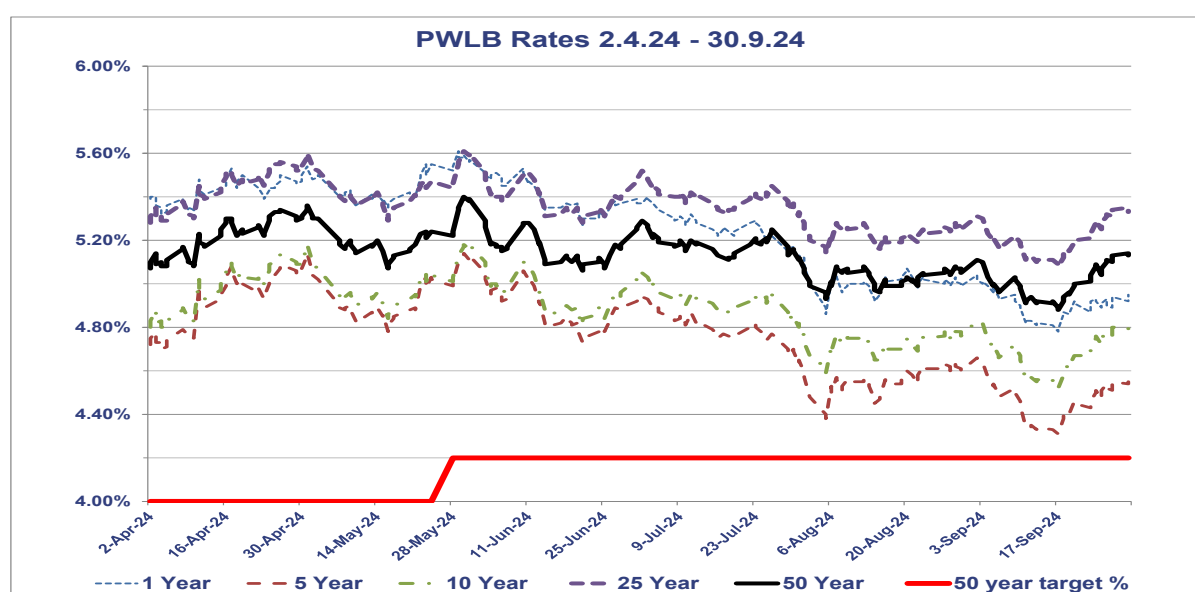
5.6 Where there was some movement downwards, this came in the shorter part of the curve as markets positioned themselves for Bank Rate cuts in the second half of 2024 and into 2025, although the continued stickiness of inflation and the prevailing tight labour market is a concern for those looking for more sizeable falls ahead.

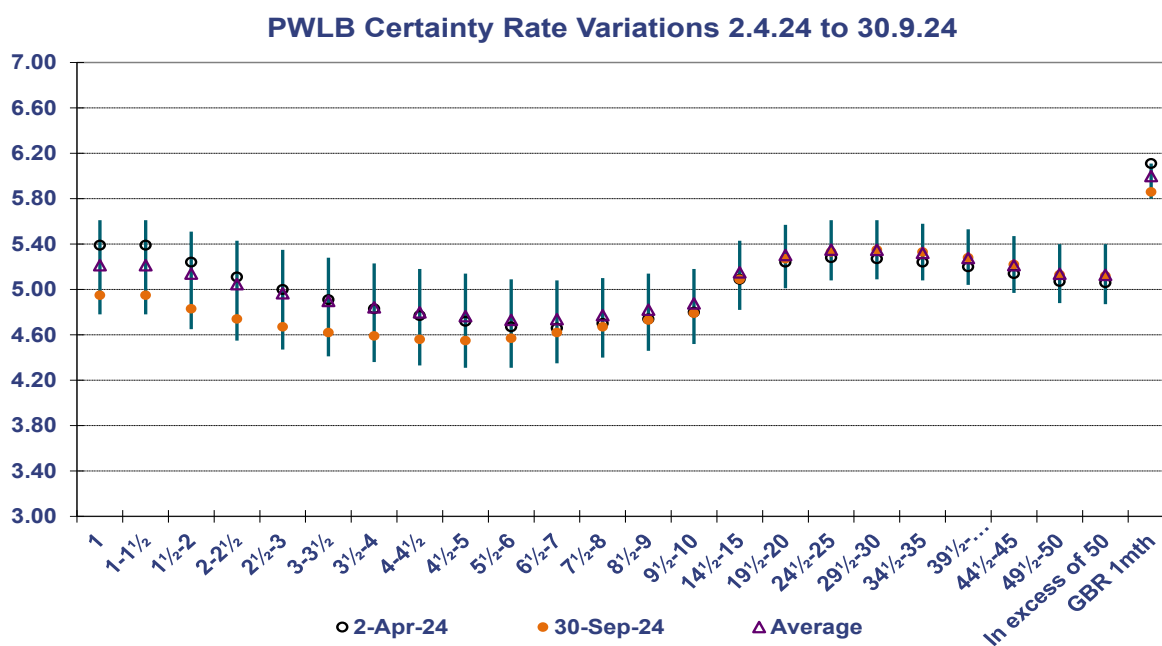
5.7 At the beginning of April, the 5-year certainty rate was the cheapest part of the curve at 4.72% whilst the 25-year rate was relatively expensive at 5.28%. May saw yields at their highest across the whole curve.

5.8 Conversely, 17 September saw the low point for the whole curve, with the 5-year certainty rate falling to 4.31% before rebounding to 4.55% by the end of the month. Similarly, the 50-year certainty rate fell to 4.88% but finished the month at 5.13%, slightly higher than at the start of April.

5.9 At this juncture, we still forecast rates to fall back over the next two to three years as inflation dampens, although there is upside risk to our Bank Rate forecast at present. The CPI measure of inflation is expected to fall below 2% in the second half of 2025, however, and we forecast 50-year rates to stand at 4.20% by the end of September 2026. The major caveats are that there is considerable gilt issuance to be digested by the market over the next couple of years, and geo-political uncertainties – which are generally negative for inflation prospects – abound in Eastern Europe and the Middle East, in particular.

PWLB Rates 2 April to 30 September 2024





High/Low/Average PWLB Rates for 2 April to 30 September 2024

	1 Year	5 Year	10 Year	25 Year	50 Year
02/04/2024	5.39%	4.72%	4.80%	5.28%	5.07%
30/09/2024	4.95%	4.55%	4.79%	5.33%	5.13%
Low	4.78%	4.31%	4.52%	5.08%	4.88%
Low date	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.14%	5.18%	5.61%	5.40%
High date	29/05/2024	01/05/2024	01/05/2024	01/05/2024	01/05/2024
Average	5.21%	4.76%	4.88%	5.35%	5.14%
Spread	0.83%	0.83%	0.66%	0.53%	0.52%

Debt Rescheduling

5.10 Debt repayment and rescheduling opportunities have increased over the course of the past six months and will be considered if giving rise to long-term savings. However, no debt repayments or rescheduling have been undertaken to date in the current financial year.

Compliance with Treasury and Prudential Limits

5.11 It is a statutory duty for the Authority to determine and keep under review the affordable borrowing limits. Up to the 31 December 2024, the Authority has operated within the treasury and prudential indicators set out in the Authority's Treasury Management Strategy Statement for 2024/25. The Authority reports that no difficulties are envisaged for the current or future years in complying with these indicators.

5.12 All treasury management operations have also been conducted in full compliance with the Authority's Treasury Management Practices.

6. Additional Information - Link Group's Economics Update as of 30 September 2024

6.1 The quarter July to September 2024 saw;

- GDP growth stagnating in July following downwardly revised quarter 2 figures (0.5% q/q),
- A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July,
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August,
- Core CPI inflation increasing from 3.3% in July to 3.6% in August,
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting,
- 10-year gilt yields falling to 4.0% in September.

6.2 The economy's stagnation in June and July points more to a mild slowdown in GDP growth than a sudden drop back into a recession. Moreover, the drop in September's composite activity Purchasing Managers Index, from 53.8 in August to 52.9, was still consistent with GDP growth of 0.3%-0.4% for the summer months. This is in line with the Bank of England's view, and it was encouraging that an improvement in manufacturing output growth could be detected, whilst the services PMI balance suggests non-retail services output grew by 0.5% q/q in quarter 3. Additionally, the services PMI future activity balance showed an uptick in September, although readings after the Chancellor's announcements at the Budget on 30th October will be more meaningful.

6.3 The 1.0% m/m jump in retail sales in August was stronger than the consensus forecast for a 0.4% m/m increase. The rise was reasonably broad based, with six of the seven main sub sectors recording monthly increases, though the biggest gains came from clothing stores and supermarkets, which the ONS reported was driven by the warmer-than-usual weather and end of season sales. As a result, some of that strength is probably temporary.

6.4 The government's plans to raise public spending by around £16bn a year (0.6% GDP) have caused concerns that a big rise in taxes will be announced in the Budget, which could weaken GDP growth in the medium-term. However, if taxes are raised in line with spending (i.e., by £16bn) that would mean the overall stance of fiscal policy would be similar to the previous government's plan to reduce the budget deficit. Additionally, rises in public spending tend to boost GDP by more than increases in taxes reduce it. Our colleagues at Capital Economics suggest GDP growth will hit 1.2% in 2024 before reaching 1.5% for both 2025 and 2026.

6.5 The further easing in wage growth will be welcomed by the Bank of England as a sign that labour market conditions are continuing to cool. The 3myy growth rate of average earnings fell from 4.6% in June to 4.0% in July. On a three-month annualised basis, average earnings growth eased from 3.0% to 1.8%, its lowest rate since December 2023. Excluding bonuses, the 3myy rate fell from 5.4% to 5.1%.

6.6 Other labour market indicators also point to a further loosening in the labour market. The 59,000 fall in the alternative PAYE measure of the number of employees in August marked the fourth fall in the past five months. And the 77,000 decline in the three months to August was the biggest drop since November 2020. Moreover, the number of workforce jobs fell by 28,000 in quarter 2. The downward trend in job vacancies continued too. The number of job vacancies fell from 872,000 in the three months to July to 857,000 in the three months to August. That leaves it 34% below its peak in May 2022, and just 5% above its pre-pandemic level. Nonetheless, the Bank of England is still more concerned about the inflationary influence of the labour market rather than the risk of a major slowdown in labour market activity.

6.7 CPI inflation stayed at 2.2% in August, but services inflation rose from a two-year low of 5.2% in July to 5.6%, significantly above its long-run average of 3.5%. Food and fuel price inflation exerted some downward pressure on CPI inflation, but these were offset by the upward effects from rising furniture/household equipment inflation, recreation/culture inflation and a surprisingly large rise in airfares inflation from -10.4% in July to +11.9% in August. As a result, core inflation crept back up from 3.3% to 3.6%. CPI inflation is also expected to rise in the coming months, potentially reaching 2.9% in November, before declining to around 2.0% by mid-2025.

6.8 The Bank initiated its loosening cycle in August with a 25bps rate cut, lowering rates from 5.25% to 5.0%. In its September meeting, the Bank, resembling the ECB more than the Fed, opted to hold rates steady at 5.0%, signalling a preference for a more gradual approach to rate cuts. Notably, one Monetary Policy Committee (MPC) member (Swati Dhingra) voted for a consecutive 25bps cut, while four members swung back to voting to leave rates unchanged. That meant the slim 5-4 vote in favour of a cut in August shifted to a solid 8-1 vote in favour of no change.

6.9 Looking ahead, CPI inflation will likely rise in the coming months before it falls back to its target of 2.0% in mid-2025. The increasing uncertainties of the Middle East may also exert an upward pressure on inflation, with oil prices rising in the aftermath of Iran's missile attack on Israel on 1 October. China's recent outpouring of new fiscal support measures in the latter stages of September has also added to the upshift in broader commodity prices, which, in turn, may impact on global inflation levels and thus monetary policy decisions. Despite these recent developments, our central forecast is still for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This is in line with market expectations, however, although a November rate cut still looks likely, December may be more problematic for the Bank if CPI inflation spikes towards 3%. In the second half of 2025, though, we think a more marked easing in inflation will prompt the Bank to speed up, resulting in rates eventually reaching 3.0%, rather than the 3.25-3.50% currently priced in by financial markets.

6.10 Our forecast is next due to be updated around mid-November following the 30 October Budget, 5 November US presidential election and the 7 November MPC meeting and the release of the Bank of England Quarterly Monetary Policy Report.

6.11 Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank's August rate cut signalled the start of its loosening cycle. Following the decision to hold the Bank Rate at 5.0% in September, the market response was muted, with the 10-year yield rising by only 5bps after the announcement. This likely reflected the fact that

money markets had priced in a 25% chance of a rate cut prior to the meeting. The yield had already increased by about 10bps in the days leading up to the meeting, driven in part by the Fed's "hawkish cut" on 18 September. There is a possibility that gilt yields will rise near-term as UK policymakers remain cautious due to persistent inflation concerns, before declining in the longer term as rates fall to 3.0%.

6.12 The FTSE 100 reached a peak of 8,380 in the third quarter of 2024, but its performance is firmly in the shade of the US S&P500, which has breached the 5,700 threshold on several occasions recently. Its progress, however, may pause for the time being whilst investors wait to see who is elected the next US President, and how events in the Middle East (and Ukraine) unfold. The catalyst for any further rally (or not) is likely to be the degree of investors' faith in AI.

TO: Policy and Resources Committee

FROM: Assistant Director Service Transformation – Tamsin Mirfin

PRESENTING OFFICER(S): Assistant Director Service Transformation – Tamsin Mirfin

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

DATE: 22 January 2025

STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

1. Purpose

1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as of January 2025, 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 provide comments on the strategic risk register extract detailed within Paragraph 5 below.

3. Risk Assessment

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

4. Background

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

4.4 Influencers such as legislation, the changing national focus for the fire and rescue service and suggestions made by Members and Officers are also considered. Risk exposure has then been assessed by forming a view on the probability of the risk occurring together with the impact of an occurrence.

5. Risk Register Extract

5.1 We have risks on our risk register around emerging technologies and particularly electric vehicle (EV), hydrogel fuel and battery energy storage systems. Risk STA-R205 is the highest of these related to guidance and legislation. We continue to work with the National Fire Chief's Council (NFCC) and other partners on our response and prevention activities. These activities are a focus of our community risk management plan (CRMP) for 2024/29. In risk STA-R204 we look specifically at the impacts of a fire involving emerging technologies and STA-R229 considers the accessibility of these technologies and therefore the increased risks in the community and how we can incorporate information in our community safety activities to reduce the risks.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R205	There is a risk that due to a lack of UK national guidance and legislation for electrical charging points and large battery energy storage sites this may make regulating and enforcement activities challenging and creating a burden of prevention.	V Best	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Engagement with developers, installers, NFCC lead groups for EV. 2. Continued work with local authorities planning departments. 3. Enforce Fire Safety Order where we can.		1. June 2024 2. June 2024 3. June 2024		1. S Hedger 2. S Hedger 3. S Hedger	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R204	There is a risk that a fire involving emerging technology e.g. EV, hydrogel fuel, battery energy storage systems would present a significant challenge to our capacity and capabilities.	W Swales	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Engagement with NFCC lead groups for EV. 2. Emerging technologies group set up internally to gather relevant parties together to consider incidents we have had and look at how to collectively reduce risk across the county in a joined-up manner. 3. Emergency technology focus group created with all key stakeholders.		1. January 2025 2. Ongoing 3. Complete		1. S Thompson 2. V Best	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R229	There is a risk that as new technologies (EV) are emerging, they are more accessible to all and therefore in domestic properties, if these are not managed and maintained appropriately that	V Best	Service Delivery	20	20

	may present a life risk, this may create a changing risk profile in our communities.				
Mitigation activities		Target completion		Owner	
1. Gather more detailed information regarding electrical fires. 2. Campaign underway to promote safety information relating to EV in the home.		1. Ongoing 2. Ongoing		1. BIP 2. G Boyd	

5.2 With the successful move to the new mobilising system completed, several of the risks in this area have now closed. However, the financial risk remains around Suffolk Fire and Rescue Service (SFRS) decision to move away from the highly successful collaboration. This is a significant financial implication to Cambridgeshire Fire and Rescue Service (CFRS).

A new risk has emerged that relates to the visibility and transparency of SFRS transition plans. At the time of writing, CFRS has not had sight of the plans or timetable of activities for SFRS to transition to their new system and therefore has no assurance around how transition will be managed or the impact to Combined Fire Control; this remains low as the mitigation is to continue our activities as normal until we are notified otherwise and the risk impact is to SFRS should problems arise.

Mitigations are in progress to ensure that we can meet the legal requirements of data retention around mobilising data.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R226	There is a risk that as SFRS are terminating the successful and cost saving Fire Control collaboration , resulting in the need for additional funding required to continue to fund this by CFRS alone, and this will impact on the service delivery of CFRS as savings will need to be found to meet this gap.	J Anderson	Service Delivery	25	25
Mitigation activities		Target completion		Owner	
1. Continue to deliver the new mobilising system into operational service 2. Understand the funding gap to impact CFRS once SFRS withdraw. 3. Put in place plans to deliver the required savings. 4. Seek clarity of the SFRS control project timelines and termination date.		1. T Mirfin 2. T Mirfin/S Newton 3. Assistant Director team 4. M Warren		1. Complete 2. Complete 3. April 2025 4. January 2025	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R235	There is a risk that the legacy mobilising system will not be maintainable for the seven-year period post transition to the new system to allow for data retrieval to support legal and insurance purposes, which is a legal obligation.	W Swales	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Consider how data can be exported. 2. Consider if resilience arrangements could be put in place to hold data across multiple legacy servers.		1. January 2025 2. January 2025		1. C Smith 2. C Smith	

5.3 The following risks are around our resourcing; as a lean organisation we must prioritise our resources and ensure that we are focussed on the CRMP as small fluctuations in our

resourcing can have huge implications. These remain **High** risks due to our funding and inability to increase our resources.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R032	There is a risk that owing to resource levels it may take the Service longer to achieve its aims and goals which may become unachievable.	M Warren	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Inform Members of any potential delay. 2. Programme Board applying scrutiny to forward plans to test realism of ambitions. 3. Annual financial planning. 4. Review the draft CRMP action plan to ensure that our resources are prioritised, and we are clear on our realistic expectations within our resource constraints. 5. Review of operational review project that will consider all areas of operational delivery to look for flexibility and efficiency. Trials implemented for On-Call weekend availability and contract variation. 6. Prioritisation of activities in the CRMP and review regularly at strategic leadership team level to be clear about what we can and cannot achieve with our resources. 7. Take into consideration when creating the CRMP 2024/29.		1. Fallback 2. Monthly 3. February 2025 4. Quarterly 5. July 2025 6. Complete 7. Complete		1. M Warren 2. T Mirfin 3. U Bird 4. M Warren 5. S Smith 6. M Warren 7. T Mirfin	

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R046	There is a risk that the skills/resources required to deliver the Programme are not available in the right quantities within the Service.	J Anderson	Programme	12	4
Mitigation activities		Target completion		Owner	
1. Talent and succession planning in place with ongoing reviews - key criteria areas identified. 2. Project being prioritised to meet available resources/skill set.		1. March 2025 2. Ongoing 3. Complete		1. S Newton 2. T Mirfin 3. T Mirfin	

3. Project office review and restructure to meet future demands.		
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5.4 This collection of **Very High** risks relates to our operational excellence. They cover our reliance on and the sustainability of the current On-Call delivery model, changes to our incident types and numbers, impacts on our operational capacity and competency as well as the financial impact of the recent National Joint Council (NJC) changes to On-Call payment bandings. We have many mitigations in progress for these risks, considering different ways of working, how we record our activities and opportunities to deliver training differently, the Project Vision 2030 will be looking at long term mitigations for these risks.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R075	There is a risk that the Service is reliant on the On-Call service to maintain operational cover and with the current retention and recruitment uptake, impact on our operational cover.	S Smith	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1 Review of operational resources project launched to look at how we can more effectively utilise our resources to provide operational cover. 2. Review service recognition policy with a focus On-Call. 3. Looking to bring all stations up to standard to facilitate the roaming pumps considering the long-term impact on the organisation. 4. Considering flexible contract arrangements for On-call with different bandings being trialled. 5. Project Vision 30 will also look at flexible fire cover including the On-Call model.		1. Complete 2. January 2025 3. July 2025 4. Complete 5. March 2026		1. S Thompson 2. N Burgess 3. M Moore 4. S Thompson 5. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R112	There is a risk that with On-call availability declining our availability is not aligned to incident call demand meaning during the daytime we do not have sufficient On-call fire cover.	S Smith	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Operational Response Review project for options. 2. More flexible contracts and rewards being considered to improve attractiveness of the role and retention. 3. Project Vision 30 to understand the sustainability and ways of working for the On-Call (On-Call Improvement Board)		1. Completed 2. July 2025 3. March 2026		1. S Thompson 2. S Thompson 3. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types and fewer calls than a decade ago operational competence is not sustained, especially on stations with low call demand.	W Swales	Health and Safety	20	20
Mitigation activities		Target completion		Owner	
1. Ongoing investment to upgrade training facilities within county focused on Peterborough.		1. Ongoing		1. M Moore 2. V Best	

2. Middle manager training and recording of competencies. 3. Focus on command hours for operational commanders to ensure operational competencies. 4. Consider how we provide additional support to On-Call training and Phase 2 recruits; introduced two temporary posts. 5. TRaCS project review taking place and initial phase completed.	2. March 2025 3. March 2025 4. Completed 5 December 2024	3. V Best 4. V Best 5. J Ball
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Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R183	There is a risk that the Services priorities e.g. ridership figures and development of staff are in direct conflict and therefore mean that we may struggle to achieve both priorities at the same time.	S Smith	Service delivery	20	12
Mitigation activities		Target completion		Owner	
1. Look to balance development of staff whilst crewing to four. 2. Reviewing of productivity and efficiency. 3. Introduction of Project Vision 30.		1. March 2026 2. March 2026 3. March 2026		1. S Thompson 2. S Thompson 3. S Thompson	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R238	There is a risk that the changes that the NJC have made to the On-Call bandings will negatively impact on our On-call availability, impacting on the service that we deliver to the public.	S Smith	Service Delivery	20	16
Mitigation activities		Target completion		Owner	
1. Positive engagement with On-Call colleagues around the changes. 2. Understanding the financial impact of the change. 3. Project Vision 30 which will look into flexible ways of working.		1. January 2025 2. January 2025 3. March 2026		1. S Thompson 2. S Thompson 3. S Thompson	

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

5.5 One of the most significant risks posed to the Authority is the threat of external cyber-attacks. There is regular penetration testing to identify any vulnerabilities. Our numerous controls are monitored monthly through the ICT (Information and Communication Technology) service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.

The advances and reliance on technologies as well as the ability to deliver efficiencies through technology, means that our digital teams are constantly in demand. The Service must manage and prioritise digital works effectively to ensure that work is appropriately focused and that systems are appropriately refreshed, updated and maintained.

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.	J Fagg	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Regular ISO audits, to support accreditation. 2. Implement security additional technologies. 3. Implementation of new monitoring tool. 4. Increased patching and monitoring. 5. Receive notifications from CISP (Cyber Information Sharing Partnership) and have signed up to the early warning service. 6. CAF assessment carried out under direction of Home Office. All recommendations in process of being implemented. 		<ol style="list-style-type: none"> 1. Annual process 2. Complete 3. Complete 4. Ongoing 5. Ongoing 6. Complete 		<ol style="list-style-type: none"> 1. B Thacker 2. J Fagg 3. J Fagg 4. J Fagg 5. J Fagg 6. J Fagg 	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R218	There is a risk that we do not have the digital capacity to meet our digital demands leading to breaches in our digital strategy and or impacting upon the service delivery.	J Fagg	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Regular reviews of capacity at Digital Strategy Board. 2. Project brief required to include any digital requirements so the planning can take place. 3. Digital works request process is in place to monitor demand and prioritise work. 4. Review of digital teams to ensure sufficient capacity in areas of bottlenecks (digital transformation) 		<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Complete 4. Complete 		<ol style="list-style-type: none"> 1. J Fagg/T Mirfin 2. J Fagg/T Mirfin 3. N Smith/D Reeson 4. J Fagg/T Mirfin 	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that the support for the key systems collapses through either 'out of support' or due to 'business failure' which would leave us in a vulnerable position.	S Smith	Value for Money	20	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Replacement mobilisation and ICCS system in progress. 2. HR system - move to cloud. 3. Review of way forward for asset database and hydrant information. 4. Review of TRACS and consider how we improve our data gathering and recording. 		<ol style="list-style-type: none"> 1. Completed 2. December 2024 3. January 2025 4. April 2025 		<ol style="list-style-type: none"> 1. M Warren 2. L Hutchcraft 3. W Swales 4. W Swales 	

5.6 The next risks focus on our changing population profiles, impacts of the cost of living and the community safety activities that we deliver. We continue to focus on effective data sharing and usage to allow us to target our activities as well as looking for opportunities to

collaborate. Our recent CRMP community engagement activities provided us with evidence that our communities do not fully understand our activities. The mitigation of this risk is further community engagement activities.

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.	V Best	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Continue to review data sets to ensure targeting is as effective as possible. 2. Assess the value of using the online HFSV tool (Safe Lincs) with third parties to improve reach of prevention activity. 3. Continue to improve data sharing with partners. 4. Develop further working arrangements with partners to increase reach and capacity to identify and meet needs of vulnerable people.		1. Ongoing 2. April 2025 3. April 2025 4. April 2025		1. R Olivier 2. S Fretwell 3. R Olivier 4. R Olivier	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county and changes in legislation, with our limited capacity to conduct risk visits this may increase risk to the most vulnerable in the county, impacting our prevention, protection and response resources.	V Best	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Succession planning and increasing capacity of protection team considering future uplift grants; must be reviewed annually as linked to funding. 2. Target tall premises through county risk analysis group. 3. Target medium buildings (under 11/18m) to understand additional cladding risks. 4. Use uplift funding to change fire protection team structure to remove administrative burden from inspecting Officers. Increase use of IT to improve efficiency and capacity.		1. December 2024 2. Ongoing 3. Ongoing 4. Complete		1. S Hedger 2. S Hedger 3. S Hedger 4. S Hedger	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R207	There is a risk that without actively engaged partners in road safety initiatives will not be able to achieve our objectives in driving down avoidable road traffic collisions and killed and seriously injured.	V Best	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Loss of Road Safety Partnership (RSP) Officer and no guaranteed funding moving forwards. Will impact on ability to work alongside RSP/Vision Zero. 2. Supporting initiatives with available resources. 3. Whilst value was added with role, the post is currently vacant with questions over funding moving forward.		1. April 2025 2. R Olivier 3. On hold		1. P Clarke 2. R Olivier 3. P Clarke	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R208	There is a risk that we have limited resources for community activities in rural areas, meaning that we can struggle to reach our vulnerable individuals.	V Best	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Prevention to work with BIP and service groups to clearly understand rural vulnerability. 2. Working at CSP's, data sharing groups to share data and effectively target. 3. Support wider service change to focus our resources in areas of need. Work with partners to source additional resources/funding to increase delivery. 4. Support CRMP work and ensure actions reflect findings of changing community risk profile. 		<ol style="list-style-type: none"> 1. April 2025 2. April 2025 3. April 2025 4. April 2025 		<ol style="list-style-type: none"> 1. R Olivier 2. R Olivier 3. R Olivier 4. R Olivier 	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R228	There is a risk that the communities that we serve do not understand the range of activities and services that we offer and therefore are missing out on important prevention and protection information and opportunities.	S Newton	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Our recent community engagement activities identified that people are not aware of our activities. Consideration to be given to our community communication strategy for the next CRMP period. 2. Consider the languages that we publish information in and how this needs to be reflective of our communities. 3. Consideration to be given to how we can ensure maximum productivity of our resources appropriate to the risks that are presented. 4. Develop productive relationships with community groups, partners and NGOs to help raise awareness of our activities. 		<ol style="list-style-type: none"> 1. Complete 2. January 2025 3. April 2025 4. January 2025 		<ol style="list-style-type: none"> 1. H Douglas/ R Olivier 2. H Douglas/R Olivier 3. R Olivier 4. R Olivier 	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R212	There is a risk that as people feel the pressure from the increase in the cost of living, we may see more primary and secondary fires as a result of cost saving activities, increase use of candles, arson etc.	V Best	External environment	12	8
Mitigation activities		Target completion		Owner	
<ol style="list-style-type: none"> 1. Targeted safe and well visits to provide safety information and prevention of fires in the home. 2. Fire prevention activities and campaigns especially as we approach winter and cooler, darker weather. 3. Use of the MASH referral processes to identify support for vulnerable people. 4. CFRS now well established in Serious Violence Duty Group, CSP's etc to work with partners and identify risk. 		<ol style="list-style-type: none"> 1. March2025 2. March 2025 3. March 2025 4. March 2025 5. Ongoing 		<ol style="list-style-type: none"> 1. R Olivier 2. R Olivier 3. R Olivier 4. S Newton 5. R Olivier 	

5. Prevention regularly monitor performance through monthly community risk management meetings and quarterly performance meetings with SLT.		
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5.7 We have plans in place for operating in periods of extreme weather conditions and therefore increased incidents. We liaise with partners to ensure we are prepared to manage incidents in Cambridgeshire but to also request and deliver aid from/to other counties if required.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R214	There is a risk that if we experience periods of extreme weather conditions there is an increase in the potential for wildfires, flooding or events that will create an increase demand and/or spate conditions that will significantly increase demand on our resources and lead to increases in major incidents.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Weather warnings monitored and communicated. 2. Severe weather TCG are operated in advance of situations arising.		1. Ongoing 2. Ongoing		1. B Fawcett 2. B Fawcett	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R215	There is a risk that if we experience periods of extreme weather conditions that there is an increase in the potential for wildfires, flooding or events will create increase demand and/or spate conditions meaning that resources and support from and to other counties for mutual aid is limited or non-existent meaning we and they are unable to call for assistance in these times.	J Anderson	Service Delivery	12	12
Mitigation activities		Target completion		Owner	
1. Weather warnings monitored and communicated. 2. Severe weather TCG are operated in advance of situations arising.		1. Ongoing 2. Ongoing		1. B Fawcett 2. B Fawcett	

5.8 STA-R225 is a risk related to the impact of the negative cultural findings in other services nationally and directly to CFRS. CFRS actively works to continually evolve its culture. We monitor the ongoing national picture and action recommendations as required. Our engagement survey towards the end of 2024, has enabled us to understand from our people the current perceptions and focus for future work. Talent identification and succession planning is a key focus of the CRMP and activities are planned to mitigate this risk. STA-R161 is about our workforce diversity with the focus of mitigations aiming to help move towards improved diversity to reflect the communities that we serve.

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R230	There is a risk that we do not have effective development, talent and succession management strategies in place and delivering them we will not have the next generation of leaders to progress through the Service, impacting on the quality of our service.	S Newton	Service Delivery	16	12
Mitigation activities		Target completion		Owner	
1. Put in place fulfilling potential project which will provide more focus and structure to talent management and progression.		1. March 2026		1. S Newton	

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

5.9 Work continues to prepare should risk STA-R007 materialise with financial business continuity planning and budget sensitivity modelling. STA-R027 relates to the outcomes of national pay discussions and the risk of strike action.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R007	There is a risk that Government funding is insufficient to meet the new demands meaning that performance improvements are not sustained, new initiatives cannot be taken forward.	M Warren	Financial	12	12
Mitigation activities		Target completion		Owner	
1. Financial business continuity planning done annually. 2. Budget sensitivity modelling work to prepare scenarios for differing funding amounts. 3. Risk to be fully assessed once we know future funding from government. 4. Review consistent over and underspends to identify better budget management or removal of excess budgets, budget preparation includes a two year look back. 5. Deep dive review of under and overspends.		1. October 2024 (deferred to January 2025) 2. December 2024 3. December 2025 4. Annual cycle 5. December 2025		1. T Mirfin 2. U Bird 3. U Bird 4. U Bird 5. U Bird	

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R027	There is a risk that the outcome of the national pay discussions may be strike action which will disrupt our service both internally and externally.	S Smith	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Ongoing monitoring of the situation to enable timely activation of business continuity plans as required. 2. Review and testing of the business continuity industrial action plan.		1. Ongoing 2. March 2025		1. S Smith 2. V Best	

5.10 STA-R011 is a health and safety risk due to negligence.

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

5.11 We have a risk around the maintenance of our operational equipment, the main impact identified is the PPE and workwear, both of which are covered under a project within the business development programme to consider new contracts.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R227	There is a risk that if we do not maintain our operational equipment to the required standards, we may not be in the best position to manage the risks at emergencies and other situations.	W Swales	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. PPE project - contract up for renewal - engaging with national procurement so extending existing contract and awaiting new standards to come into place before issuing our new contract. 2. PPE project - working with existing supplier to ensure current provision is fit for purpose until the new contract can be placed. 3. Workwear project - contract up for renewal - existing contract to be extended in line with the PPE so that the uniforms can be purchased at the same time to ensure that they are compatible. 4. Workwear project - working with the existing supplier to ensure the current provision is fit for purpose until the replacement contract can be put in place.		1. December 2028 2. March 2025 3. December 2028 4. March 2025		1. S Standen 2. S Standen 3. S Standen 4. S Standen	

5.12 The final risk is regarding our external safeguarding. Mitigations are in progress to complete DBS checks and to implement the actions required as part of our recent audit.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA-R231	There is a risk that if we do not have effective and followed safeguarding processes in place for when working with the public the Service is at risk from legal challenge and missed opportunities for intervention by appropriate agencies.	J Anderson	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. DBS vetting processes to be implemented across the Service. 2. Audit conducted on CFRS current status regarding safeguarding and an action plan is in place to address areas of concerns.		1. In progress 2. In Progress		1. L Hutchcraft 2. S Newton	

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Strategic Risk Register	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Tamsin Mirfin Assistant Director Service Transformation 07900 267944 tamsin.mirfin@cambsfire.gov.uk

POLICY and RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2025

Date	Time	Venue
2025		
Wednesday 22 January	1400 hours	SHQ
Thursday 3 April	1400 hours	SHQ
Wednesday 9 July	1400 hours	SHQ

WORK PROGRAMME 2025

2025			
Wednesday 22 January			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 28 November 2024	Democratic Services Officer	
	Action Log	Democratic Services Officer	
	<u>Decision</u> CFRS Community Safety Activities Update Report	Area Commander Community Safety and Resilience	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2024/25 (including a mid-year Treasury Management Update)	Assistant Director Finance	
	Strategic Risk and Opportunity Management Register - Monitoring Report	Assistant Director Service Transformation	
	Work Programme 2025	Chair	
Thursday 3 April			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 22 January 2025	Democratic Services Officer	
	Minutes of Overview and Scrutiny Committee Meeting 15 January 2025	Democratic Services Officer	
	Action Log	Democratic Services Officer	
	<u>Audit Reports</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget	Assistant Director Finance	

	Monitoring Report 2025/26		
	Annual Review of the Operation of the ICT Shared Service Agreement	Assistant Director ICT and OHU	Annual after end of previous financial year
	Commercial and Procurement Activity – Annual Update	Deputy Chief Fire Officer/Head of Commercial and Business Support	Annual
	Fire Authority Programme Management - Monitoring Report	Assistant Director Service Transformation	
	Report on potential impact(s) on CFRS by the East/West Rail Project	Assistant Chief Fire Officer	Subject to information available following attendance at a consultation meeting
	Work Programme 2025/26	Chair	
Wednesday 9 July			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 3 April 2025	Democratic Services Officer	
	Minutes of Overview and Scrutiny Committee Meeting 26 March 2025	Democratic Services Officer	
	Action Log	Democratic Services Officer	
	Decision Annual Treasury Management Review	Assistant Director Finance	
	Audit Reports TBC		
	Information and Monitoring Revenue and Capital Budget Monitoring Report 2025/26	Assistant Director Finance	
	Annual Review of the Operation of the ICT Shared Service Agreement	Assistant Director ICT and OHU	Annual after end of previous financial year (if not available for April 2025 meeting)
	Strategic Risk and Opportunity Management Register – Monitoring Report	Assistant Director Service Transformation	
	Work Programme 2025/26	Chair	

Provisional Committee Dates 2025/26

2025 - 22 October 2026 - 21 January, 2 April, 8 July