

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Thursday, 17 December 2020

14:00hr

Virtual meeting
[Venue Address]

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Declarations of Interest**
Guidance for Councillors on declaring interests is available at:
<http://tinyurl.com/ccc-conduct-code>
- 3. Minutes of the Policy and Resources Committee held 23rd July 2020** **5 - 10**
- 4. Policy & Resources Committee Action Log** **11 - 12**
- 5. Minutes of the Overview & Scrutiny Committee meetings held 16th July and 1st October 2020** **13 - 22**
- 6. Comprehensive Spending Review and Draft Budget 2021-22** **23 - 26**
- 7. Property Update (including Collaboration with Cambridgeshire Constabulary)** **27 - 30**

- | | | |
|-----|--|----------------|
| 8. | Revenue and Capital Budget Monitoring Report 2020-21 | 31 - 36 |
| 9. | Fire Authority Programme Management - Monitoring Report | 37 - 54 |
| 10. | Policy & Resources Committee Work Programme | 55 - 56 |
| 11. | Exclusion of Press and Public
<i>To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the 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)</i> | |
| 12. | Pension Update
<i>- report to follow</i> | |

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

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

Councillor Kevin Reynolds (Chairman) Councillor Mohammed Jamil and Councillor David Over Councillor Barbara Ashwood Councillor Simon Bywater Councillor Derek Giles Councillor Bill Hunt Councillor Mike Shellens and Councillor Mandy Smith

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 23 July 2020

Time: 2pm – 3.10pm

Place: Virtual Meeting - Zoom

Present: Councillors: B Ashwood, S Bywater, W Hunt, M Jamil, D Over (Vice – Chairman), K Reynolds (Chairman), M Shellens and M Smith.

Officers: Chris Strickland – Chief Fire Officer, Jon Anderson – Assistant Chief Fire Officer, Matthew Warren – Deputy Chief Executive, Deb Thompson – Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer, Rachel Brittain – Director BDO, Matthew Weller – Manager (Public Sector Assurance) BDO, Tamar Oviatt-Ham – Democratic Services Officer Cambridgeshire County Council

137. APOLOGIES FOR ABSENCE

Apologies received from Councillor Giles.

138. DECLARATIONS OF INTEREST

Councillors Shellens and Bywater notified the Committee that they sat on the Police and Crime Commissioner Panel.

139. POLICY AND RESOURCES COMMITTEE MINUTES - 19 DECEMBER 2019

The minutes of the meeting held on 19 December 2019 were confirmed as a correct record and were signed by the Chairman.

140. OVERVIEW AND SCRUTINY COMMITTEE MINUTES - OCTOBER 2019

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

141. ACTION LOG

Members noted:

- The Deputy Chief Executive gave an update on action 101 in relation to age related discrimination in relation to pensions. He explained that the Government had tried to appeal the decision and that they had issued a consultation on how they planned to move forward with the changes. He

explained that the consultation was open until the end of October and that it was anticipated that the changes would not be introduced until 2022. He clarified that the action was therefore complete and that when the implementation plan was clear he would report back to Committee.

- The Deputy Chief Executive explained that action 75 in relation to a paper on cashflow would be brought to the next full Fire Authority meeting in October.

142. REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020-21

The Committee received a report that provided an update on revenue and Capital spending as at 30 June 2020.

Members noted:

- That it was early days in relation to spend for the first quarter.
- There had been a lot of spend in relation to COVID and the authority had received a grant of £750,000 from the government for COVID related spend.
- The top up payment for the LGPS pensions scheme had gone out ahead of time but this was not a concern, just a timing issue.
- There would be future conversations in terms of the savings that could be made from investing in technology to allow virtual meetings.
- 5.5 in the report showed as an overspend in relation to PPE which the COVID grant would be allocated against.
- 5.7 in the report highlighted the impact of COVID-19 on council tax and business rate collection. The early estimates ranged from 5% reductions in council tax to possibly 20% in business rates. The authority was working with collecting authorities to understand the position and further information would be presented to the Authority later in the year.

Arising from the report:

- Members discussed whether some of the budget lines that had not been spent due to COVID could be reallocated in order to adapt to new ways of working. The Deputy Chief Executive explained that the authority had started to look at how the money could potentially be reinvested in particular in relation to IT equipment for remote working including video conferencing facilities in fire stations. He explained that they would need to review spend in relation to the Comprehensive Spending Review and efficiencies as a whole and that this would be reported in the next update to Committee.

- A Member queried why in appendix 1 under other government grants it showed a red figure of 119%. The Deputy Chief Executive explained that this was an error and should have been highlighted in green to show the COVID Grant coming through from Government.
- A Member queried whether there had been any increases in building fires during the pandemic. The Assistant Chief Fire Officer explained that they had seen a slight increase in residential fires during this period and no increase at present in non-residential fires but that this was under constant review.
- Members discussed the reserves that had been set aside for the new training centre and sought reassurance that this would be spent in the near future. The Deputy Chief Executive explained that the property projects were beginning to start up again and that the project had started to get back on track.

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

143. STRATEGIC RISK AND OPPORTUNITY MANAGEMENT REGISTER – MONITORING REPORT

The Committee considered a report that provided an updated strategic risk report, as at July 2020, that highlighted risks that were considered above the risk appetite of the Authority.

Members noted:

- The red risks highlighted in the report included the Coronavirus recovery Process, Cyber threats, the training centre, staffing and the ESMCP project.

Arising from the report:

- Members queried the staffing concerns risk and the mitigations in place. The Deputy Chief Executive explained that there were some concerns in relation to staff turnover but that the authority had already started new recruitment processes to mitigate the risk.
- Members discussed the Cyber security risk and queried what mitigating actions had been put in place. The Deputy Chief Executive explained that this was a challenge for all organisations. He explained that the authority had put in place the Information Security Standard as one of the mitigating factors. The Chief Fire Officer reiterated that the authority regularly reviewed its risks and that individual Chief Officers had assigned risks which they reviewed on a regular basis.

It was resolved unanimously

to review and note the strategic risk report and the risk distribution scoring matrix at Appendix 1.

144. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee considered a report on the update to Fire Authority Projects for 2020-21.

Members noted:

- The authority's document management system was moving over to sharepoint and there had been a number of difficulties with the move that were being dealt with. The Committee would be kept up to date on progress
- New equipment was due to be delivered for the replacement control system and the equipment would be relocated to Dogsthorpe Fire station. Cambridgeshire were the first authority to do all of the testing remotely and there had been positive feedback from the testing. The Deputy Chief Executive commented that it was a very complex project and that the team had been doing a great job to ensure that the project was kept on track.

It was resolved unanimously:

to note the Programme Status Report, as at June 2020, attached at Appendix 1.

145. AUDIT PROGRESS REPORT

The Committee received an audit progress report for the year ending 31 March 2020.

Members noted:

- The original timetable for the audit had been revised due to COVID with the statement of accounts deadline moving to 31 August 2020 and the audit completion report would be going to the Fire Authority meeting on 22 October 2020.
- A good portion of the work on the audit had been completed but that the auditors were still awaiting the final set of financial statements and the pension fund assurances were due from another auditor later in the summer.

- In relation to the control environment two recommendations had been rolled forward from the last report which included one instance when a generic user id had been used and were a number of declaration forms had not been completed from all Members and Officers. The Deputy Chief Executive explained that he would raise with Finance colleagues why the generic ID had not been deleted. **ACTION.** The Chairman explained that he would remind all Members of the Fire Authority to complete declaration forms were required. **ACTION**

It was resolved unanimously to note the progress in relation to the Audit Progress report for the year ending 31 March 2020.

146. WORK PROGRAMME

Members noted that the Policy and Resource Committee meeting had been cancelled on 22 October 2020 as there would be a Fire Authority meeting the same day were all business for the meeting would be taken to.

The Deputy Chief Executive explained that it was likely that the announcement for next year's grant was likely to be delayed until Christmas Eve so the budget report for the December meeting would be a draft report with any changes being flagged in early January. He also explained that above inflation increases in pay were unlikely and would not be the norm going forwards. The Chief Fire Officer explained that they had budgeted for a 2% increase but if there was any further increase then there would be a question over how this would be funded. He stated that if the increase was 3% then they would need to find £200,000 on an ongoing basis. He explained that if any further discussions were needed on this he would hold a members seminar to discuss the issues further.

147. DATE OF NEXT MEETING

Members noted that the next meeting would be held on 17 December 2020.

FIRE AUTHORITY
POLICY AND
RESOURCES
COMMITTEE

Minutes - Action Log

This is the updated action log as at 9 December 2020 and captures the actions arising from the most recent Policy and Resources Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES FROM THE SEPTEMBER COMMITTEE 2018					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
75.	TREASURY MANAGEMENT POLICY AMENDMENT – INVESTEMENTS	M Warren	Members felt that it would be beneficial to invite Link Asset Services to Committee to discuss the options.	M Warren to arrange. Update 17/12/20 - Deferred until COVID-19 restrictions ease.	Complete

MINUTES FROM THE JULY COMMITTEE 2020					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
145.	AUDIT PROGRESS REPORT	M Warren	The Deputy Chief Executive explained that he would raise with finance colleagues why the generic ID had not been deleted.	Resolved.	Complete
		Chairman	The Chairman explained that he would remind all Members of the Fire Authority to complete declaration forms were required.	Members reminded at the Authority meeting in October 2020.	Complete

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE – MINUTES

Date: Thursday 16 July 2020

Time: 14:00 – 14.50

Place: Virtual Meeting

Present: Councillors Gardener (Vice-Chairman), Gowing, Harford, Kindersley, McGuire (Chairman) and Scutt

Officers: Jon Anderson – Assistant Chief Fire Officer, Chris Parker – Area Commander, Suzanne Rowlett– RSM, Daniel Snowdon - Democratic Services Officer and Deb Thompson – Scrutiny and Assurance Manager and Matthew Warren – Deputy Chief Executive Officer

80. APPOINTMENT OF CHAIRMAN/WOMAN

It was proposed by Councillor Gardener and seconded by Councillor Gowing that Councillor Mac McGuire be elected as Chairman of the Overview and Scrutiny Committee for the municipal year 2020/21.

81. APPOINTMENT OF VICE-CHAIRMAN/WOMAN

It was proposed by Councillor McGuire and seconded by Councillor Gowing that Councillor Ian Gardener be elected as Vice-Chairman of the Overview and Scrutiny Committee for the municipal year 2020/21.

82. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

There were no apologies for absence and no declarations of interest.

83. MINUTES – 3rd OCTOBER 2019

The minutes of the meeting held on the 3rd October 2019 were approved as a correct record, subject to the amendment of the final bullet point of minute 73, Internal Audit Strategy 2019/20 to the Institute of Internal Auditors.

84. INTERNAL AUDIT PROGRESS REPORT

The Committee received the Internal Audit Progress Report. The report was first circulated in April 2020 and since then two further pieces of work had been completed relating to General Data Protection Regulations (GDPR) and governance. The final Internal Audit Annual Report 2019/20 would be circulated following the meeting however it was highlighted that the overall opinion was positive with further enhancements identified for risk management, governance and internal control to ensure it remained adequate and effective.

During discussion of the report Members:

- Clarified that on page 4 of the report should have stated October and not February.
- Noted the comments of the Deputy Chief Executive regarding the system challenges relating to TRaCS and CFRMIS that required time and investment to improve the quality of the information held on the system. Working groups had been established for both systems to address the issues highlighted in the audit report. With regard to assurance, all issues highlighted in the report had been addressed.
- Clarified that following the meeting, reports would be circulated that would provide details of the Fleet Management Policies and Procedures audit.

It was resolved unanimously to:

note the contents of the report.

85. FIRE AUTHORITY INTERNAL AUDIT REPORT

Members received the internal audit report regarding the governance arrangements of the Fire Authority. Members noted the outcome of the audit and its findings regarding structural arrangements following the COVID-19 pandemic and how conflicts of interest were recorded and managed during a meeting.

During discussion of the report Members:

- Drew attention to page 4 of the report regarding Fire Authority meetings being required to assume the responsibilities of the Policy and Resources Committee and the Overview and Scrutiny Committee for as long as the restrictions of the coronavirus pandemic were in place and questioned why this meeting was taking place. Officers explained that the situation had progressed since the start of the pandemic and legislative changes that

permitted virtual meetings now enabled the two committees to perform their functions.

- Expressed concern regarding the reports presented to the Committee and sought assurance that the Committee was operating as it should. Officers confirmed this was the case and that the two reports discussed by RSM would be circulated after the meeting for review and comment.
- Noted the recommendation regarding declarations of interest and welcomed it as a useful reminder not to overlook the basics of a meeting. What action, if any, is taken in relation to any declarations of interest would be recorded moving forward.

It was resolved to note the report.

86. COVID-18 FRAUD RISKS

The Committee considered a report regarding COVID-19 Fraud Risks.

During discussion Members:

- Noted that the report was generic for all RSM clients and suggested that it would have been beneficial to see what steps the Fire Authority was taking to implement controls for a further report later in the year. Officers explained that the risks highlighted were contained in the Authority strategic risk register. Cyber fraud was one of the highest risks identified and as a result continued, substantial efforts were made regarding training and security.
- Requested that a report to understand the impact and additional costs to the Fire Authority of the pandemic (to date) and how it could be mitigated in the future was undertaken. Officers confirmed that discussions regarding a Member-led review of the Fire Authority's response to the pandemic had taken place and that terms of reference would be established for approval. **ACTION:** Deb Thompson
- Commented that access to virtual meetings was essential during the pandemic and suggested that further work should be considered to ensure that a proper meetings programme be maintained in the event of the internet breaking down. **ACTION:** Democratic Services

It was resolved to note the report.

87. COVID-19 EMAIL SCAMS

The Committee received a report regarding emails scams arising during COVID-19.

It was resolved to note the report.

88. CYBER SECURITY RISKS

The Committee received a report regarding cyber security risks that highlighted the potential issues that could arise during times of uncertainty and crisis and how criminals sought to exploit them.

It was resolved to note the report.

89. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Overview and Scrutiny Committee work programme and noted the additional Member-led review of the Fire Authority's response to COVID-19.

The next scheduled meeting was due to take place on 1st October and it was confirmed that this would be a virtual meeting.

Members noted that there were currently two ongoing Member-led reviews (approach to recruitment and health and well-being), both of which had been deferred for a number of reasons outside Members control. Officers sought to widen both reviews to encompass activity during COVID-19 before bringing them back to Committee in the autumn. It was also recommended that a previous review of the Fire Authority Structure and Membership be restarted with a reporting date no later than the scheduled April 2021 meeting.

ACTION: Deputy Chief Executive Officer/Deb Thompson/Chairman

It was resolved to note the work programme.

CHAIRMAN

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
OVERVIEW AND SCRUTINY COMMITTEE – MINUTES

Date: Thursday 1 October 2020

Time: 14:00 – 14:40

Place: Virtual Meeting

Present: Councillors Bond, Gardener (Vice-Chairman), Gowing, Harford, Kindersley, McGuire (Chairman) and Scutt

Officers: Jon Anderson – Assistant Chief Fire Officer, Dawn Cave – Democratic Services Officer, Dan Harris – Head of Internal Audit, Chris Parker – Area Commander, Stuart Smith – Group Commander and Deb Thompson – Scrutiny and Assurance Manager

90. APOLOGIES FOR ABSENCE

Councillor Bond joined the meeting late.

91. DECLARATIONS OF INTEREST

None.

92. MINUTES – 16 JULY 2020

The minutes of the meeting held on the 16 July 2020 were agreed as a correct record.

93. INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE MEASURES

The Committee received a report on performance against the Service's Integrated Risk Management Plan performance measures.

The COVID-19 pandemic had had a considerable impact, both positive and negative, on some performance measures. Average attendance for the first pump to incidents in both urban and rural areas had improved considerably, to 7 minutes 49 seconds and 11 minutes 45 respectively. An anomaly was noted in the urban figures provided, and it was agreed that this would be checked and confirmation circulated. **Action required: ACFO.** The improvement resulted from reduced traffic during the lockdown period, and increased On-Call availability from people working at home or being furloughed. Response to all incidents within 18 minutes had increased to 95.1%, which was above the target, and was again mainly attributable to the reasons outlined above.

The numbers of primary and secondary fires had increased, and the increases were mainly domestic fires. Fortunately there had been no fire deaths, but there had been a very slight increase in fire casualties, although most of these had been minor injuries.

There had been a significant drop (54%) in the number of road traffic collisions (RTC's) due to fewer people being on the roads, and also a reduction in the number of special services attended in total.

For equality and diversity indicators, the diversity of job applicants and employees had increased in all areas over the last five years, most significantly, there was a higher rate of female applicants. However it was acknowledged that much work was still to be done in this area, especially around the diversity of operational staff.

The number of engagements with businesses had reduced over the period due to some businesses being closed or operating at a reduced level over the pandemic period.

During discussion of the report, individual Members queried:

- the “discriminative nature of fire” (paragraph 4.1 of the report). Officers confirmed that this referred to the way in which fires were more likely to affect certain groups e.g. poorer individuals or those from BAME backgrounds, and that elderly individuals involved in fire were more likely to die;
- if the reduction in RTCs was proportionate to the reduction in traffic, or whether it was the case that proportionately there were actually more RTCs, due to some individuals driving irresponsibly on empty roads? Officers were unsure whether the reduction was proportionate but agreed to follow this up. **Action required: ACFO.**

It was resolved unanimously to:

note and comment on the contents of the performance report in Appendix 1.

94. REVIEW OF CAMBRIDGESHIRE FIRE AND RESCUE SERVICE HEALTH AND WELLBEING

Members considered the Member-led review of health and wellbeing, presented by Councillor Harford, who had led the Review.

Councillor Harford thanked all those who had contributed to the report, especially Deb Thompson, and those who had taken part for their open and honest responses. It was reassuring that continuing commitment to

communities was at the heart of service delivery. The first recommendation was that the Service should continue to work at the action plan it had set itself, and that action plan should be reviewed appropriately to pick up relevant changes e.g. changes of personnel. Evidence from Officers indicated an outward facing service with leadership willing to share and profit from good practice in investing in people. The report also recommended that there should be a further review, as 2024 was some years away, and things could change quickly.

The Chairman thanked Councillor Harford for her comprehensive report.

During discussion of the report, individual Members:

- noted an issue with the appendices (technical issue that was explained);
- commended Councillor Harford and Deb Thompson for all their hard work and producing such a succinct report from the wide range of information collated;
- commented that it was pleasing to note that Councillor Harford concluded that the Service was authentic in its commitment to helping people, and there was no evidence of any kind of toxic culture, for which senior management should be congratulated;
- observed that whilst there were many negative effects of the pandemic it was good to see some positives.

It was resolved to note the report.

95. MEMBER INVOLVEMENT IN AND UPDATE ON THE CAMBRIDGESHIRE FIRE AND RESCUE RESPONSE TO THE COVID-19 PANDEMIC

The Committee considered an update on the Service's response to the COVID-19 pandemic. It was noted that this had been the subject of an Authority Member Seminar recently and many of the issues had already been explored at that forum. A number of activities that had been reduced or suspended during the pandemic were slowly being reintroduced, e.g. re-crewing roaming appliances.

An inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) was due week commencing 5th October, and the Chairman would be interviewed as part of the process.

The Committee Chairman advised that along with the Vice Chairman, he had had opportunity to go through the Service's self-assessment return to the Home Office recently with Area Commander Parker and Group Commander

Smith. In addition, the inspection had been discussed at the recent Member Seminar.

A Member observed that whilst most of Cambridgeshire was low to medium risk in terms of increasing COVID-19 cases, there was higher incidence in Peterborough and Cambridge City was also a potentially risky area as students returned. He suggested that it may be worth adding this point to any submission, i.e. that the Service recognises that the pandemic remains a fluid situation and there were potential risks in Peterborough and Cambridge; a Cambridgeshire Member supported these comments. **Action required:** Officers agreed to add this in to the return to HMICFRS.

The Committee Chairman thanked Officers for the report and commented that he was confident that the Inspection would go well and the verdict would be that CFRS had performed well during the pandemic.

It was resolved to note the detail within the report.

96. INTERNAL AUDIT PROGRESS REPORT

The Committee considered the Internal Audit progress report. Dan Harris, Head of Internal Audit, advised that whilst four reports had been listed as being finalised since the last Committee, the Governance Fire Authority report had actually been considered by the Committee at its previous meeting.

Two of the final reports, *Procurement – Proactive Processes* and *Risk Management* both had Reasonable Assurances, whilst the final audit report on *Fleet Management – Policies and Procedures* had an 'Advisory' opinion. In response to a Member question, it was confirmed that an 'Advisory' may be issued if a review was not complete, or was an evolving area.

The Internal Audit team was very grateful to Officers and Members that they were still able to operate remotely during the pandemic, and gave particular thanks to Officers for allowing Internal Audit colleagues to access information, and being available for virtual meetings. As a result, good progress had been made, with half of the Internal Audit programme delivered with no significant weaknesses being identified in processes.

There was a discussion on the Governance report, where concerns had been expressed relating to a declaration of interest made by a Councillor, who was a Member of the Police and Crime Panel. The Chairman commented that the Councillor has no authority or pecuniary interest in Cambridgeshire Constabulary, which was why this had not been flagged up, but had made the declaration in the interests of transparency. The Chairman commented that it would be helpful to have an assessment at the time of the meeting or subsequently if a declaration was relevant.

A Member commented that the layout of the report this year was easier to follow than previously.

It was resolved to note the report.

97. OVERVIEW AND SCRUTINY COMMITTEE WORK
PROGRAMME

Members considered the Overview and Scrutiny Committee work programme. More detail would be added to the programme once meeting dates for 2021/22 had been agreed at the Fire Authority meeting later in the month.

There was a discussion on the likelihood of face to face meetings recommencing. One Member pointed out that it made sense to continue Committee and informal meetings virtually, in the interest of saving Member resources, although he conceded that some meetings e.g. Annual Meeting of the Fire Authority, may need to take place face to face as they were more formal. However, he felt the default option for most meetings should be virtual. The Chairman commented that this issue continued to be debated at both local and national level, and advice would emerge in due course.

It was resolved to note the work programme.

CHAIRMAN

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Deputy Chief Executive Officer - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 17 December 2020

Comprehensive Spending Review and Draft Budget 2021/22

1. Purpose

- 1.1 The purpose of this report is to present the Policy and Resources Committee with an overview of the Comprehensive Spending Review (CSR) and proposed draft budget for 2021/22.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to:
- endorse the draft budget for 2021/22 including the provisional precept attached at Appendix 1,
 - endorse the proposed draft 2% increase in council tax for consultation.

3. Risk Assessment

- 3.1 Economic/Political – the council tax increase must be set at an appropriate level to protect the financial stability of the Authority without breaching the Government cap.
- 3.2 Economic – there is significant uncertainty around the settlement figures. The medium term financial strategy (MTFS) will have to provide flexibility to respond to any pressure(s) that may present itself in future financial years.

4. The Comprehensive Spending Review

- 4.1 The Government spending review, originally scheduled for publishing in the autumn of 2019, has now been delayed beyond 2020 owing to the on-going global pandemic. The Government announced in November 2020 that public bodies, including fire and rescue services, would receive a one year financial settlement for 2021/22. The earliest a medium term review is now likely to be concluded is the autumn of 2021. At the time of writing it was understood that the draft settlement figures would be announced week commencing 14 December 2020.

- 4.2 When announcing the one year CSR, the Chancellor declared that a pay freeze will be introduced for all public sector employees, with the exception of the NHS, for the next financial year.
- 4.3 The detail contained within the settlement highlights the Governments position in terms of council tax and clearly identifies an ability to raise council tax for all local authorities. It has assumed this increase will be taken when calculating an individual services' spending power.

5. Budget Build 2021/22

- 5.1 The on-going economic uncertainty caused by the global pandemic makes forecasting the budget beyond the next financial year very challenging. Whilst we expect a medium term CSR sometime in 2021, details of what this might contain and what impact it will have on the Service are unknown at this time.
- 5.2 The pandemic has had an impact on council tax collection rates in the current financial year. Whilst this deficit will be largely funded by Government (up to 75%), the impact on Band D equivalent properties will remain. This will likely mean that forecast growth in properties within Cambridgeshire will not happen next year and any financial benefit of this growth for the Service will not happen until financial year 2022/23. The potential cost impact of this to the Service is approximately £200k.
- 5.3 The budget for 2021/22 will be built assuming a pay freeze. However a number of budget pressures remain for the Service in the next financial year. These include continued pandemic related expenditure and a significant pressure on insurance resulting from the Fire and Rescue Insurance Consortium re-tendering its re-insurance cover. In addition, the Service is seeking to provide all operational firefighters with advanced medical care training.
- 5.4 Should the Authority support an increase in council tax equivalent to the Governments capping limit, the cost for a Band D property will increase by £1.44 per annum, less than three pence per week. This increase will provide additional funding to the Service of £420k per annum.
- 5.5 The Authority responded effectively to austerity with significant re-structuring and reductions of the budget to ensure it continued to provide a highly effective fire and rescue service. However this has resulted in base budget increases being kept to an absolute minimum and the Authority now having to rely on reserves to finance flexibility in expenditure on items such as wholtime firefighters and significant capital expenditure. The additional funding from a council tax increase will help the Service to better finance unplanned expenditure.
- 5.6 The proposed draft budget has been prepared including an increase for illustrative purposes. It is proposed that the Authority consult on council tax

once the settlement is better understood. The Service will present a detailed final budget for endorsement by the Policy and Resources Committee in January prior to the Authority approving the precept in February 2021.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Fire Authority Estimates 2021/22	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

	Estimate	2021/22
	£'000	Incr. %
Budget (previous year)	30,419	
Wholetime Firefighters Pay	0	
Retained Firefighters Pay	0	
Fire Control Pay	0	
Local Government Employees Pay (LGEs)	0	
Other Price inflation	156	
Inflation	156	0.5%
LGE Staff (Replacement Cleaning Contract/Health and Well-being)	130	
Control Room Staff	3	
Firefighters	5	
Operational Activity	99	
Capital Charges	21	
Other (Healthshield and National Operational Guidance)	90	
Budget Variations	348	1.1%
Service Pressures/Efficiency Savings		
Budget Holder Savings	-150	-0.5%
Service Pressures/Efficiency Savings	-150	-0.5%
Budget Requirement	30,773	1.2%
Less:		
Revenue Support Group	-2,795	
National Non Domestic Rate (Top Up Grant)	-2,424	
National Non-domestic Rates	-4,210	
Transfer from reserves	0	
Fire Authority Precept	21,344	

TO: Policy and Resources Committee

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

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

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

DATE: 17 December 2020

Property Update (including Collaboration with Cambridgeshire Constabulary)

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on progress against the Capital Programme and the related collaboration between the Service and Cambridgeshire Constabulary.

2. Recommendations

- 2.1 The Committee is asked to;
- note the progress made to date,
 - approve the proposed next steps for collaboration (paragraph 6.3).

3. Risk Assessment

- 3.1 Political – there is now a requirement for emergency services to collaborate. The sharing of land and property assets have been identified as a key aspect of fulfilling this requirement by both the Service and Cambridgeshire Constabulary.
- 3.2 Economic – all improvements have been achieved within the cost envelope set by the Fire Authority. Future plans will be determined as part of the budget planning process. Failure to invest and maintain buildings would lead to much higher property costs for the Authority.
- 3.3 Social – it is known that the working environment has an impact on the health and well-being of staff. A noticeable uplift in moral has been noted at stations where improvements have been made.
- 3.4 Technological – many aspects of building mechanical and electrical fixtures have changed leading to more efficient and effective building services. These are included when stations are modernised.

- 3.5 Legal – all relevant legislative requirements are complied with as part of the process via the services of building surveyors, Building Regulations, Health and Safety, Procurement Regulations and Financial Regulations.
- 3.6 Environmental – subject to most emphasis recently from central Government. The Service recently commissioned a property survey by the Carbon Trust and has plans to incorporate the outcome into a new Environment Strategy. The property group, when making improvements at premises, has already included energy saving approaches.
4. Background
- 4.1 We are in the first year of a four year Capital Programme for land and buildings approved by the Authority in February 2020.
- 4.2 A buildings condition survey, conducted by Oakleaf, now forms part of the property planning process. The wider strategic planning process, the Integrated Risk Management Plan (IRMP), is considered and linked through the Property and Asset Board chaired by Matthew Warren. The approach taken is to consider all factors listed above in the risk assessment and work closely with stakeholders to improve our fire stations and training facilities.
- 4.3 The global pandemic has significantly changed the way many of our facilities are used by staff. The Service are seeking to better understand the impact in the long term and will be starting a project in the new year focused on property and what future requirements and usage will look like.
5. Capital Programme Investment
- 5.1 The Service has focused much of its investment over the last three years on its training facilities. As the Committee will appreciate, with a high turnover in operational firefighters and incidents reducing, the need for realistic training facilities is critical. This investment will continue with a new state of the art central facility in Huntingdon. The last three years have seen the following investment;
- 12 new drill towers at fire stations,
 - new training buildings (with critical breathing apparatus training facilities) at St Neots, Wisbech and Ely (in build).
- 5.2 The Service has identified a number of On-Call stations that are designated “strategic stations” owing to their location with regard to risk; these stations are also used as bases for the roaming pumps to ensure fire cover is maintained. They have all been subject to significant upgrade over the last three years that has included welfare facilities (with access for all), proper breathing apparatus servicing areas, updated lecture rooms with multiple data entry points, better personal protective equipment storage and redecoration throughout. The stations upgraded were; Cottenham, Littleport, Soham, Linton, Whittlesey, Wisbech, March, Chatteris, Ramsey and Sawtry. In addition, Sawston, Gamlingay and Dogsthorpe will have improvement works in 2021.
- 5.3 In addition to the work that was informed through the IRMP, maintenance works including drill yards, replacement heating systems and external repair/maintenance

at SHQ and a COVID-19 secure update at the Occupational Health Unit are ongoing.

- 5.4 The Capital Programme continues to be ambitious with plans to collaborate with the Constabulary at St Neots moving forward. Planning is still expected on the new Huntingdon Fire Station and Training Centre in December 2020. Clearly this improvement would not be possible without the support of the Authority, working closely with operational staff, effective procurement with quality contractors and our professional support services.

6. Update on the Review of Property Group Collaboration with the Constabulary

- 6.1 As reported to the Authority in October 2020, the project commenced immediately working jointly with the Constabulary property group to establish a robust business case.
- 6.2 Significant information has been gathered and multiple stakeholders across both organisations have been engaged in the project. What became apparent very quickly was that both organisations deliver the function in very different ways. Some examples of the initial findings are given below;
- CFRS use professional support services when needed but the Constabulary has dedicated members of staff within their group (we have already streamlined our group),
 - CFRS has very different outsourcing models compared to the larger in-house Constabulary group,
 - CFRS has a centralised property technician team that works across the county and we have worked hard to ensure our staff understand the service that is provided by them. In contrast the Constabulary has staff that are more tied to a location and carry out a wider range of tasks,
 - The ICT systems would need a considerable amount of work and investment to ensure they were fit for purpose and could pass data between organisations in a secure way whilst being simple for the end user.
- 6.3 Owing to these challenges, both organisations suggest creating an options paper for presentation in June 2021 as more time is required to better understand the impact of potential changes. This will likely result in more of an incremental approach to change that might include sharing posts and working practices rather than one centralised group.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire Authority Minutes February 2018	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 01480 444619

TO: Policy and Resources Committee

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

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

Telephone 01480 444619

matthew.warren@cambsfire.gov.uk

DATE: 17 December 2020

REVENUE AND CAPITAL BUDGET MONITORING REPORT 2020/21

1. Purpose

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

2. Recommendation

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

3. Risk Assessment

- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2020/21 was approved at the Fire Authority meeting held in February 2020. The total budget was set at £30.419m with a total precept of £20.908m.
- 4.2 At its meeting in June 2020 the Authority approved a revenue carry forward of £1.281m. The carry forward included grant income of £0.561m. The revised revenue budget for the 2020/21 financial year was therefore £31.700m.
- 4.3 A budgetary control summary showing the main variations to the end of June 2020 is attached at Appendix 1. The carry forwards highlighted in paragraph 4.2 above have been incorporated into the current year budgets.

5. Update – Revenue Expenditure

- 5.1 The budget for full-time firefighters will be closely monitored through this financial year. An operational reserve continues to be maintained by the Authority to enable the Service to manage fluctuations in wholetime firefighter numbers by funding recruitment ahead of known departures. The Service undertook a recruitment campaign earlier this calendar year and appointed 32 new firefighters, 16 of these commenced their training last month; the remaining candidates will start training in

September 2020. These recruits should ensure adequate crewing levels are maintained through to the end of 2021. The exact timing of departures will determine how much of the operational reserve is used at the end of the financial year. In addition to the overspend against wholetime firefighters, allowances paid to flexible duty officers is also overspent. This overspend relates to providing cover on the operational rota for sickness and will also be financed from the operational reserve at year-end.

- 5.2 The Senior Officer's pay relates to the former Assistant Chief Fire Officer's secondment to Essex County Fire and Rescue Service which came to an end in June 2020. The income which offsets this cost is included within the other income line.
- 5.3 The premises budget is currently underspent by £139k. The full impact of COVID-19 on our premises costs will become clear at year end. As the Service progresses through recovery other areas of expenditure may be highlighted. Proposals will be brought to the attention of the Authority as they become known and understood.
- 5.4 The transport costs are underspent by £55k. The major part of this underspend relates to fuel savings from BP providing fuel for the initial part of the financial year.
- 5.5 The supplies and services budget is showing an underspend to the end of November 2020. This is owing to the expenditure against ICT contracts being forecast to be spent ahead of actual spend. This budget also includes COVID-19 expenditure on items of personal protective equipment. The Service received a grant to fund this expenditure and continues to have funds outstanding from partners for items purchased on their behalf.
- 5.6 The Debt Charges are charged at year-end so a balanced position is expected at year end.
- 5.7 The impact of COVID-19 on council tax and business rate collection is beginning to be understood. The early estimates range from 5% reductions in council tax to possibly 20% in business rates. However these are only estimates at this stage. We are working with collecting authorities to understand the position and further information will be presented to the Authority later in the financial year. At that time, there may also be a better understanding of the Government's position with regard to loss of funding.
- 6. Update - Capital Expenditure and Financing
 - 6.1 The revised capital programme together with spending to date is shown in the table below:

			Original Budget	Adjustments	Revised Estimate	Total Committed to Date
			£000's	£000's	£000's	£000's
Expenditure						
Vehicles	6.2		1,250	1,767	3,017	1,597
Land & Buildings	6.3		1,220	663	1,883	884
Equipment	6.4		209	106	315	20
IT and Communications	6.5		775	619	1,394	46
			3,454	3,155	6,609	2,547
Financing						
Capital Receipts			-233	-262	-495	0
Loan			-1,616	-2,088	-3,704	0
Application of General Reserve			-881	-715	-1,596	-1,733
Revenue Contribution			-724	-90	-814	-814
			-3,454	-3,155	-6,609	-2,547

- 6.2 This budget covers the purchase of operational and non operational vehicles. The adjustment relates largely to carried forward funding relating to the delayed order of the two new aerial appliances and supplier delay in accepting orders for new vehicles. These appliances are now in service and will be fully operational early next year.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The adjustment relates to carry forwards from last year of funds provided to enhance the training facilities for Ely and refurbishment of the station at Wisbech. The Huntingdon training project will form part of this budget and will be highlighted separately once planning is awarded and final cost quotations are received. This project is being funded from the Property Development Reserve.
- 6.4 The equipment expenditure relates to heavy duty rescue equipment, thermal cameras and defibrillators.
- 6.5 The IT and Communications capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment. The adjustment relates to agreed carry forwards from last year's budget to fund the upgrade to our infrastructure, including Wi-Fi coverage across the Service.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Revenue and Capital Budget Position 2020/21	Hinchingsbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk

Appendix 1

Description	Paragraph Reference	Revised Budget	Budget To Date	Actual To Date	Variance	Var%age
Full Time Firefighters	5.1	£ 12,851,880	£ 8,542,759	£ 8,830,536	£ 287,777	3%
Control Room Staff	5.1	£ 1,641,030	£ 1,087,843	£ 1,105,209	£ 17,366	2%
Local Govt. Employees	5.2	£ 3,958,834	£ 2,384,748	£ 2,424,804	£ 40,056	2%
Senior Management (Hay)	5.2	£ 2,963,170	£ 1,975,266	£ 2,161,419	£ 186,153	9%
Recruitment & Training		£ 699,045	£ 460,105	£ 376,205	-£ 83,900	-18%
Fire Allowances	5.1	£ 643,811	£ 465,458	£ 539,893	£ 74,435	16%
EMPLOYEE COSTS		£ 22,757,770	£ 14,916,179	£ 15,438,065	£ 521,886	3%
Property Maintenance		£ 412,702	£ 269,592	£ 205,661	-£ 63,931	-24%
Insurance		£ 65,350	£ 65,350	£ 47,572	-£ 17,778	-27%
Energy Costs		£ 319,780	£ 193,660	£ 161,055	-£ 32,605	-17%
Cleaning		£ 167,460	£ 102,710	£ 77,327	-£ 25,383	-25%
Rents & Rates		£ 728,660	£ 728,660	£ 729,405	£ 745	0%
PREMISES	5.3	£ 1,693,952	£ 1,359,972	£ 1,221,021	-£ 138,951	-10%
Car & Cycle Allowances		£ 69,144	£ 46,078	£ 38,435	-£ 7,643	-17%
Vehicle Running Expenses		£ 172,978	£ 115,520	£ 87,567	-£ 27,953	-24%
Vehicle Insurance		£ 161,690	£ 150,714	£ 130,812	-£ 19,902	-13%
TRANSPORT AND MOVEABLE PLANT	5.4	£ 403,812	£ 312,312	£ 256,814	-£ 55,498	-18%
Office Expenses		£ 319,691	£ 214,382	£ 142,336	-£ 72,046	-34%
IT & Communications Equip.		£ 2,056,155	£ 1,575,002	£ 1,051,409	-£ 523,593	-33%
Fire Equipment		£ 272,714	£ 168,566	£ 119,855	-£ 48,711	-29%
Uniforms & Clothing		£ 393,907	£ 263,901	£ 184,974	-£ 78,927	-30%
Other Supplies & Services		£ 1,325,179	£ 802,230	£ 1,146,480	£ 344,250	43%
SUPPLIES AND SERVICES	5.5	£ 4,367,646	£ 3,024,081	£ 2,645,053	-£ 379,028	-13%
CONTROLLABLE EXPENDITURE		£ 29,223,180	£ 19,612,544	£ 19,560,953	-£ 51,591	0%
Other Income		-£ 1,350,800	-£ 723,795	-£ 1,095,887	-£ 372,092	-51%
Other Government Grants		-£ 1,538,510	-£ 1,025,570	-£ 1,075,958	-£ 50,388	-5%
CONTROLLABLE INCOME		-£ 2,889,310	-£ 1,749,365	-£ 2,171,845	-£ 422,480	-24%
NET CONTROLLABLE EXPENDITURE		£ 26,333,870	£ 17,863,179	£ 17,389,107	-£ 474,072	-3%
Debt Charges	5.6	£ 1,619,420	£ 464,262	£ 54,852	-£ 409,410	-88%
External Interest		-£ 90,000	-£ 30,537	-£ 30,328	£ 209	1%
CAPITAL FINANCING		£ 1,529,420	£ 433,725	£ 24,524	-£ 409,201	-94%
Pensions - Lump Sums		£ 645,850	£ 430,522	£ 423,431	-£ 7,091	-2%
Operational Fire Budget		£ 3,192,350	£ 2,080,235	£ 2,078,117	-£ 2,118	0%
SAFETY-NETTED EXPENDITURE		£ 3,838,200	£ 2,510,757	£ 2,501,547	-£ 9,210	0%
NET EXPENDITURE		£ 31,701,490	£ 20,807,661	£ 19,915,179	-£ 892,482	-4%
Grant/Precept Income	5.7	-£ 30,419,400	-£ 21,405,822	-£ 21,280,679	£ 125,143	1%
Carry Forwards		-£ 1,282,090	-£ 1,282,090	-£ 1,282,090	-£ 0	0%
CONTRIBUTIONS		-£ 31,701,490	-£ 22,687,912	-£ 22,562,769	£ 125,143	1%

TO: Policy and Resources Committee

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

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

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

DATE: 17 December 2020

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update against the projects for 2020/21.

2. Recommendation

- 2.1 The Committee is asked to note the ICCS and Mobilising System Replacement Project update at Appendix 1 and the Programme Status Report, as at December 2020, attached at Appendix 2.

3. Risk Assessment

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

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial year 2020/21 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Service's key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,

- firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,
 - Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and a number of external factors including the comprehensive spending review, National Framework, Integrated Risk Management Plan, Sustainable Communities Strategies, General Consultation and Legislation.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next in order to be completed.
- 4.5 The evaluation criteria focus on the following areas;
- benefits realisation – outlining the key benefit areas and how they can be achieved,
 - technical complexity – focusing on the complexity of the technical solution,
 - financial implications – including the estimated time and costs for project implementation and post project operational support,
 - business impact – covering the impact on key stakeholders and the organisation,
 - risks – the extent of risk exposure facing the organisation,
 - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.
5. Progress Report on Corporate Projects 2020/21
- 5.1 Appendix 1 provides a more detailed update on the progress of the ICCS and Mobilising System Replacement Project.
- 5.2 The current status of projects directly linked to delivery of corporate priorities is shown at Appendix 2. Throughout the Programme Status Report, the impacts of the COVID-19 pandemic on the individual projects are highlighted.

BIBLIOGRAPHY

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

ICCS and Mobilising System Replacement Project Update

1. Cambridgeshire Fire and Rescue Service currently operate a Combined Fire Control on behalf of Cambridgeshire and Suffolk which is located in Huntingdon. Within the Combined Fire Control they operate a Mobilising Solution and an Integrated Communications Control system (ICCS).
2. The existing contractual arrangement is due for renewal. In addition, the Government led ESMCP project requires all control room infrastructure to be ESMCP compliant. Cambridgeshire Fire and Rescue Service is leading a project to implement a replacement system that guarantees ESMCP compliance with a specification that fully meets our current and future requirements.
3. This project is a key strategic priority for the Service as it is implementing a replacement for our core mobilising functionality. The Fire Authority approved the system replacement in 2019 and the Service has been working closely with the supplier, Systel S.A, to deliver the system into operational service.
4. The project continues to make positive progress despite the impact of the global pandemic. We have worked really hard with Systel to innovate ways to deliver this strategically important project in line with the original schedule.
5. Key achievements since January 2020 have included;
 - The creation of a new secondary control room at Dogsthorpe, (moving from Saint Ives to provide greater resilience).
 - Complete refresh of station end equipment, to bring this in line with new security requirements.
 - Factory Acceptance Testing of the Systel system has successfully taken place remotely via video links between Cambridgeshire and La Rochelle in France.
 - Administrator training has also been conducted remotely via video links.
 - We have taken receipt of the Systel hardware, this is set up in the secondary control location and temporarily there is a partial set up at Service Headquarters to allow for training on site prior to final installation into the existing Combined Fire Control room.
 - Technical design discussions have been conducted to enable us to prepare our infrastructure to operate the new solution.
6. Our next key milestone is to conduct Site Acceptance Testing. This cannot be delivered remotely and will require Systel resources traveling to the UK to conduct the testing on our sites.
7. Whilst both project teams have worked tirelessly to limit a delay in implementation the challenges of doing the majority of the implementation remotely has created a delay. We have worked closely with Systel to review

the project schedule and to ensure the required resources are earmarked to deliver a revised 'go-live' of July 2020 (previously April) is achievable.

8. We will continue to work closely with Systel and review progress against the schedule. However it is worth highlighting that the revised schedule is dependent on the ability of system engineers to travel between France and the UK. Therefore the impact on travel of the global pandemic is a situation that we will need to monitor.

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

Project	Issues	Successes	Project Performance	
P129 Property Collaboration Project Sponsor: Matthew Warren Project Manager: Amy Jackson Completion Date: Stage 1 Options Appraisal June 2021 Implementation TBD Overall Status: Green	<p>Original dates were unachievable – decision to slow down this work to ensure efficiencies can be obtained. Outputs following Options Appraisal will be incremental.</p>	<p>Project paused till the New Year – new timescales in place for different options to be taken to the Fire Authority June 2021. Update to Fire Authority in Dec 2020 to approve revised timescales. Project Brief to be amended – no deviation required.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P124 SharePoint & Microsoft 365 Migration Project Sponsor: Matthew Warren Project Manager: Stuart Grey Completion Date: Initial Migration June 20 All Migration - TBD Closure of DMS - Dec 2020 July 2022 Overall status: Amber	<p>Issues with the security levels of documents has prevented the migration moving forward in bulk. Tests are currently being carried out to see the effect on the HR library.</p> <p>DMS docs will be read only after migration, will not be closed down until July 2022</p>	<p>Sharepoint structure is being configured. Documents that currently have an 'all users' security setting will be migrated to Sharepoint. Tools should be available to assist with mass migrations. Details of 10 users have been sent to Clarity for them to produce a small sample migration of the HR Library so the People Team can carry out extensive testing of the security levels of the doc migrated.</p>	Board	
			Team	
			Budget	£100,000
			Risk	
			Controls	
			Timescales	

Business Development Programme Status Report

December 2020

Project	Issues	Successes	Project Performance	
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Jodie Houseago/Nicky Hoad Lead Member: Cllrs Jamil & McGuire Completion Date: Contract Award Oct 2019 Go Live April 2021 July 2021 Overall status: Green	<p>COVID impact has resulted in new Project Plan being issued which has Go Live now in July 2021 Deviation Report on Agenda.</p> <p>Outstanding issues relating to the SEE (Station End Equipment) replacement being worked on/resolved by relevant parties.</p> <p>Awaiting final design and installation of equipment to complete full connectivity via 1GB link.</p>	<p>Part 2 of installs complete, date for completion of part 3 to be confirmed when 1GB link is in place.</p> <p>Preparation & planning for SAT (Site Acceptance Testing) taking place.</p> <p>Ongoing discussions and workshops taking place around 3rd party integrations.</p> <p>Admin 3 & GeoWeb training completed</p> <p>Functional Analysis Phase 2 completed (118 requirements) & further dates to be scheduled.</p> <p>Secondary control – work package now completed and closed. Minor outstanding activities monitored through Issue Log.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
P073 Asset Management Software Project Sponsor: Matthew Warren	<p>Requirement for process documentation for new operational assets & the lifetime management of them.</p>	<p>Head of Operational Support Group has agreed to be the Business owner. They will ensure the governance of the system is</p>	Timescales	Deviation Report
			Board	
			Team	
			Budget	
			Risk	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

December 2020

PM: Stuart Grey Lead Member: N/A Stage 2 Fleet & Equipment Implementation: Dec 2017 ESR March 18 Stage 3 & 4 ICT/Miquet software Data ESR Dec 18 Dec 19 Stage 5 ICT/Health & Safety Mar 2019 – Sept 2019-Dec 19 Property Sep 2019 Dec 19 Feb 20, 31st Mar 20 Overall Status: Amber– to be closed after outstanding issues & Governance for BAU are resolved.	<p>Awaiting resource. Risk around day to day management following project close down – being discussed at Board level. Project not closed until BAU/Governance is determined.</p> <p>Due to current situation with covid some of the outstanding issues have been delayed in being addressed as require face to face work.</p> <p>Project to be closed</p>	<p>maintained. Integration with the New Halo ICT service desk solution is being scoped.</p>	Controls	
			Timescales	Agreement with MW March 2020 no further deviations required
P089 ESMCP (Emergency Services Mobile Communications Programme) Oct 18 ESN PM: John Barlow Project Sponsor: Jon Anderson CFRS migration to Emergency Services Network (ESN) commencing Q1 2018. TBC Status: Red	<p>Revisits required for coverage testing at critical operational locations due to technical issues with recording of data.</p>	<p>Draft Full Business Case released by Home Office.</p> <p>Home Office confirm existing solution shut down will not occur prior to 2025.</p> <p>Coverage data analyst role – discussions ongoing and moving forward. Job description is now in the grading process.</p>	Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on existing solution
			Controls	Absence of accurate details
			Timescales	Still unknown

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

December 2020

Project	Issues	Successes	Project Performance	
P088 On Call Board Stage 2 PM: Karl Bowden-Stuart Smith Project Sponsor: Rick Hytten-Jon Anderson Lead Member: Cllr Reynolds Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete Implementation TBD Crewing – Feasibility Study June 2019 Complete Implementation TBD Status: Project Closed	End Project Report was not approved at March Programme Board as more detail required. Meeting scheduled to work on the EPR was cancelled due to coronavirus lockdown/ contingency working & will be rescheduled at appropriate point in the future.	Governance of the On Call work will fall under the Ops excellence Group Head of On-Call to pick up review of the EPR.	Board	
			Team	
			Budget	
			Risk	
			Controls	End Project Report to be reviewed
			Timescales	
P128 Cleaning Contract Project Sponsor: Simon Newton PM: Paul Oliver Completion date: November 2020 Status: Green	Following first round of interviews, the project team were required to re-advertise and interview for 4 roles. This process completed and we now have a full team of 7 cleaning operatives and 1 cleaning supervisor in place. Being managed by Business Support Group.	The plan was to have a full team in place by January 2021, however, required notice periods from successful staff allowed us to appoint sooner than expected. Inductions ongoing Lessons learnt being collated and End Project Report being drafted	Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	Tight timescales

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

December 2020

Project	Issues	Successes	Project Performance	
P102 Unified Comms (Shared Service Project) Project Sponsor: M Warren John Fagg PM: Tim Glister Completion Date: TBD Project Status : Progressing in BFRS – CFRS to implement 2021.		IP Telephony project (originally part of Unified Communications work) – quotes being collated for BFRS; ICT reviewing but no project confirmed yet. Project to be closed down as this is a watching brief for Beds. Cambs will not upgrade telephony until Beds roll out is complete. Project Brief to be drafted specific to Cambs at relevant time.	Board	
			Budget	
			Team	
			Risk	
			Controls	
			Timescales	
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Danny Kelly Completion date: Negotiations/Sign collective agreement Oct 2018-July 2019 Implementation – Start of Trial July 2019 -Dec 2021 Status: Green		Trial ongoing is Business as usual and working well. The review of the data around the trial has started and will be reported through project route. Meeting in early Jan to review data.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Proposed Agreement by Jun 2021
P126 Huntingdon Relocation Project Sponsor: M Warren Project Manager: Stuart Grey/Simon Thompson	Build timescales now Jan 2021 – 22	Planning application has been submitted, response due 24 Dec. Working closely with Croftons Designs for the Road Traffic Collision racking, Attack Unit and	Board	
			Team	
			Budget	£10.4m
			Risk	
			Controls	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

December 2020

<p>Completion date: Planning phase – Aug 20 – Dec 20 Build completion - Dec 21 Jan 22 Move – Aug 22 Status: Green</p>		<p>Demo unit have been reviewed and signed off by Training Centre staff. Design plans for Container Village have been received ready to be reviewed and signed off when we are happy with them. Looking at ceiling materials/wall coverings/floor coverings/heating Looking at the possibility of obtaining Grant funding for the provision of the EV (electrical vehicle) charging points. Project Manager putting together an application.</p>	<p>Timescales</p>	
<p>P118 Fireground Radios (to include BA radios) Project Sponsor: R Stacey Project Manager: E Miller Completion Date: Stage 1 Evaluation – complete Stage 2 Market Analysis preferred route</p>	<p>Unable to Go Live until Breathing Apparatus refresh is complete as the pouches are not compatible with the current Breathing Apparatus sets – awaiting date for this completion to plan deployment of radios.</p>	<p>Radios delivered in Service and all programming complete. Still awaiting delivery of periphery equipment. All training material drafted.</p>	<p>Board Team Budget Risk Controls</p>	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

December 2020

Complete Stage 3 Route to Market Complete Stage 4 Procurement 31 Oct 20 Stage 5 Deployment TBD Stage 6 Closure July 2021 Status: Green			Timescales	
Project	Issues	Successes	Project Performance	
P122 Training Centre Review Project Sponsor: Chris Parker Project Manager: John Sherrington Completion date: Jan 2021 Jan 2022 Status: Green	No issues at this current time.	The Training Review Project is approaching the Options Appraisal phase with many of the work packages implemented in support of the project having now been completed. The Options Appraisal paper is on target to be completed by the 03 December 2020 for presentation to the Project Board 11 December 2020. Consultation / negotiation with	Board	
			Team	
			Budget	
			Risk	
			Controls	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

		the representative bodies is currently being initiated. CFRS will start to see the benefits of outcomes of the project becoming embedded in CFRS training delivery models within 2021 and 2022 ahead of Training Centre taking up its new residence at the St Johns site on completion of this integrated project.	Timescales	
--	--	--	-------------------	--

Type 2 Projects

Project	Issues	Successes	Project Performance	
P093 Co-Responding Project Sponsor: Simon Newton Project Manager: Lead Member: N/A Co-Responding Trial End End of July Nov 2017 Overall status: In planning		Project being re-initiated. Revised Brief being drafted for future Board. Project Manager appointed.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated Feb 2018 PM: Jamie Johnson PS: Jon Anderson Completion Date: May 31st Dec 31st 2019-TBD Overall Status: Green Replacement IRU on the run April 2018 June July 2018 - Complete	Boats- Plans for the training of the remaining 2 watches at Parkside are moving forward. This is the last strand that needs closing out with regards to the Boat element. Unavoidable delays due to COVID-19	Parkside are keen to get the last few people trained, good communications between Training Centre to undertake this. Proposal to close down this project following completion of the boat training - Paratech to be introduced as part of Business as usual through Operational Support Group.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	

Business Development Programme Status Report

December 2020

Project	Issues	Successes	Project Performance	
P116 Aerial Replacement Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: Feb 2021 OTR Mar/April 2021 Overall status: Green	Any issues have been overcome and managed well in advance through successful horizon scanning in line with the Project Management ethos, embedded by the Service.	Both Turntable ladders have now been inspected and accepted. Train the trainers and technician training completed. Watch training programmed to be delivered during November/Dec. All project interdependencies aligned for successful completion by initial project completion date. Project is also significantly below initial budget. Training now taking place north and south, supported by Resources Management Unit where needed.	Board	
			Team	
			Budget	
			Risk	Increased Sickness /Covid Cases
			Controls	
			Timescales	Both Turn Table Ladder's expected on the run Mar/Apr 2021 following initial training.
P125 ICU Project Sponsor: Simon Newton Project Manager: John Tyrrell Completion Date: Options Appraisal Dec 2020. Implementation TBD Overall status: In Planning	The end date is likely to be moved back to the end of 2021 due to link with Emergency Services Network Project (ESN). Incident command unit will be ESN compatible even if the ESN dates slip further. Options Appraisal delayed slightly due to covid work	The outcome of the option appraisal will be completed by the 11 th December and will be presented to Jan Board. Discussions commenced with procurement to understand tender process options.	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	Timescale slipped slightly due to covid
P127 Replacement Gazetteer		Meeting to review options. Options appraisal undertaken- to	Board	

Library:CFRS

Document Name: Programme_Board_-_Business_Development_Status_Report. REFERENCE ONLY

Document #: 85817 Version:97

Author_Id: JACKIE.WATSON

Business Development Programme Status Report

December 2020

Project Sponsor: T Mirfin PM: Charlotte Black Completion Date: TBD Status: In planning		consider the cloud and none cloud options. Project Brief on Agenda. Work packages written and will be assigned the first week of December.	Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P131 GIS Project Sponsor: T Mirfin PM: Nicola Smith Completion Date: TBD Status: In planning		Project Brief on Agenda. The Service own the licencing – decision to extend the existing maintenance and support contract. Looking at purchasing additional module (Workload module). Have procured a social demographic risk modeller but need to roll out training. Project Sponsor determining budget.	Board	
			Budget	TBC TM dealing
			Team	
			Risk	
			Controls	
			Timescales	

Glossary

Cambridgeshire County Council CCC
Cambridgeshire Fire & Rescue Service (CFRS)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Combined Fire Control (CFC)
Content Management System (CMS)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
ESMCP Transition Manager (ETM)
Emergency Services Network (ESN)
Factory Acceptance Testing (FAT)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
Incident Command Unit (ICU)
Memorandum of Understanding (MOU)
Project Manager (PM)
Road Traffic Collisions (RTC)
Station End Equipment (SEE)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)
Whole-time (W/T)

POLICY & RESOURCES COMMITTEE WORK PROGRAMME

MEETINGS 2020/21

Date	Time	Venue
2020		
Thursday 17 December	1400 hours	Virtual
2021		
Thursday 28 January	1400 hours	Virtual
Thursday 25 March	1400 hours	Virtual
Thursday 24 June	1400 hours	Virtual

WORK PROGRAMME 2020/21

Thursday 17 December 2020			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 23 July 2020	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 1 October 2020	Dawn Cave	
	<u>Decision</u> Comprehensive Spending Review and Draft Budget 2021/22	Deputy Chief Executive	
	Property Update (including Collaboration with Cambridgeshire Constabulary)	Deputy Chief Executive	
	Pension Update	Deputy Chief Executive	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		
Thursday 28 January 2021			
Time	Agenda Item	Member/Officer	
1030	Minutes of Policy and Resources Committee Meeting 17 December	Dawn Cave	

	2020		
	Minutes of Overview and Scrutiny Committee Meeting 1 October 2020	Dawn Cave	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		
Thursday 25 March 2021			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 28 January 2021	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 7 January 2021	Dawn Cave	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT	
	Equal Pay Audit – Update on Work to Progress Actions	Deputy Chief Executive	
	Work Programme 2020/21		
Thursday 24 June 2021			
Time	Agenda Item	Member/Officer	Comments
1030	Minutes of Policy and Resources Committee Meeting 25 March 2021	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 15 April 2021	Dawn Cave	
	<u>Decision</u> TBA		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2020/21	Deputy Chief Executive	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Service Transformation Manager	
	Fire Authority Programme Management - Monitoring Report	Service Transformation Manager	
	Work Programme 2020/21		