

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



Date: Wednesday, 15 December 2021

14:00hrs

Fire and Rescue Service Headquarters

AGENDA

Open to Public and Press by appointment

- 1. Election of Chair**
- verbal item
- 2. Election of Vice Chair**
- verbal item
- 3. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccs-conduct-code>
- 4. Minutes of the Policy and Resources Committee meeting held 25th March 2021, and notes of the informal meeting held 15th July 2021** **3 - 12**
- 5. Policy and Resources Committee Action Log** **13 - 14**
- 6. Minutes of the Overview and Scrutiny Committee meetings held 21st July and 7th October 2021** **15 - 24**
- 7. Revenue and Capital Budget Monitoring Report 2021-22** **25 - 30**

8. **Strategic Risk and Opportunity Management Register – Monitoring Report** 31 - 46
9. **Pensions Immediate Detriment Update**
- verbal item
10. **Draft Medium Term Financial Strategy 2022 to 2025**
- to follow
11. **Policy and Resources Committee Work Programme** 47 - 48

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

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Council therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further.

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

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

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 25 March 2021
Time: 2.00pm – 2.38pm
Place: Virtual Meeting
Present: Councillors: B Ashwood, S Bywater, D Giles, W Hunt, M Jamil, K Reynolds (Chairman), M Shellens and M Smith
Officers: Jon Anderson, Tamar Oviatt-Ham, Chris Strickland, Deb Thompson, and Matthew Warren.

160. APOLOGIES FOR ABSENCE

Apologies received from Councillor David Over.

161. DECLARATIONS OF INTEREST

No declarations of interest were made.

162. POLICY AND RESOURCES COMMITTEE MINUTES – 17 DECEMBER 2020

The minutes of the meeting held on 17 December 2020 were confirmed as a correct record and would be signed by the Chairman on the return to the office.

163. ACTION LOG

Verbal updates were given to on the following actions;

- Action 156 Fire Authority Programme Management - Monitoring Report:
 - Training Centre review - Shift system review completed and negotiations were taking place around the shift change.
 - Incident Command Unit - Options for an upgrade were still being developed

The Action Log was noted.

164. OVERVIEW AND SCRUTINY COMMITTEE MINUTES – 7 JANUARY 2021

It was resolved to note the minutes of the Overview and Scrutiny Committee meeting held on 17 January 2021.

165. RELOCATION OF HUNTINGDON FIRE STATION AND TRAINING CENTRE

The Committee received a report that provided an update on the relocation of the current fire station and training centre site based in Huntingdon to a new site at St Johns Business Park, also in Huntingdon. The report also sought to gain approval to proceed with specific options for the site that had materialised through the planning process and the development of detailed plans for the training centre.

Introducing the report, the Deputy Chief Executive Officer explained that some revised figures for the project has been circulated and published ahead of the meeting, and that, if approved, they would form the final contract figures. He explained that he did not envisage any further changes to figures, however if there were changes, he would come back to Committee for approval.

Members noted the following points from the report:

- The drainage costs for the site had increased to £350,000 in order that storage drains were added which would give regulation of flow off the site into the main drains in Huntingdon.
- A further cost of £20,000 for noise repression for the standby generator was required.
- A commercial sprinkler system was advised for the site at a cost of £160k.
- Additional functionality in the training centre was advised with additional gas burners to create flash overs in order that scenarios could be as life like as possible.
- An archaeological survey and dig had been undertaken and artefacts of local significance had been recovered. Officers were seeking advice from Huntingdonshire District Council on the next steps but aimed to keep the costs to an absolute minimum.

Arising from the report:

- A Members questioned whether there would be an annual maintenance costs for the drainage tanks. The Deputy Chief Executive Officer explained that in the short term there would be no maintenance costs . A Member commented that the tanks may need to be de-sludged at some point.
- Members agreed that the commercial sprinkler system was a necessity and that it was important to set the standard for such buildings going forwards.
- A Member queried whether the payback of between 5-9 years on the additional solar panels could be more specific. The Deputy Chief Executive Officer explained that the payback was dependant on how much electricity was used at source. He agreed to refer back to the Energy Consultant for further detail. **ACTION – DCE**
- A Member sought assurances that the consultants being used for the project were value for money. The Deputy Chief Executive Officer stated that the authority aimed to keep the use of consultants to a minimum. He explained that he had regular meetings with the consultants, Artisan Developments, and that the project was also being supported internally by the authority's project governance structure. He clarified that the project was open book and all documentation was available to view.
- A Member queried if there was contingency built into the budget. The Deputy Chief Executive Officer clarified that a contingency had been built in and that he would provide the Committee with the figure and make this clear in any future reporting. **ACTION**
- A Member commented that no corners should be cut and that they fully agreed with the figures for the additional functionality and sprinkler system.
- A Member commented that they looked forward to the project coming into fruition but queried why the costs for the sprinkler system and archaeology were being brought at a late stage. The Deputy Chief Executive Officer commented that additional costs were added at a later stage due to recommendations from the surveyor in relation to requiring a commercial grade sprinkler system due to the size of the building.
- The Chairman commented that it was important to future proof the training centre. He stated that if the authority had been able to proceed

with the project four years ago then the cost for the project would have been much less. He commented that the project was well overdue.

In bringing the debate to a close the Chairman requested that an additional recommendation be added to note the late additional costs in relation to the archaeological survey and findings.

It was resolved unanimously to:

- a) approve the proposal to invest in additional training equipment and renewable energy, noting the assumed payback period for both;
- b) approve the additional cost for drainage on the site associated with the planning consent;
- c) approve the investment in a commercial sprinkler system;
- d) approve the revised plans as attached;
- e) approve the revised budget and funding proposal for the additional cost items.
- f) Note the update of historical artefacts on the site with the possible implications in relation to the budget.

166. POLICY & RESOURCES COMMITTEE WORK PROGRAMME

It was unanimously resolved:

To note the Work Programme

The Chairman thanked all Members of the Committee and officers for their input and diligence over the last four years. Members thanked the Chairman for his excellent chairmanship and cross party working.

Cambridgeshire and Peterborough Fire Authority Notes of informal Policy and Resources Committee meeting

Date: 15 July 2021
Time: 2.00pm – 3.30pm
Place: Fire HQ
Present: Councillors: S Bywater, B Goodliffe, M Jamil, E Murphy, D Over, K Reynolds, P Slatter and M Smith
Officers: Jon Anderson, Dawn Cave, Shahin Ismail, Chris Strickland, Deb Thompson and Matthew Warren
Apologies: Councillor P McDonald

1. Appointment of Chair

The Monitoring Officer called for nominations for Chair. Councillor Jamil nominated Councillor Goodliffe, and this was seconded by Councillor Murphy. Councillor Bywater nominated Councillor Reynolds, and this was seconded by Councillor Smith. There were no further nominations. Following a show of hands, there was an equality of votes, four each, for each candidate.

The Monitoring Officer advised that the Standing Orders did not specify what should happen in the event of equality of votes, and outlined options open to the Committee, e.g. coin toss. She added that at the November meeting of the Fire Authority, there would be a full review of Standing Orders so that there would be a remedy in such circumstances in future.

A number of options were put forward e.g. appointing a Chair for the meeting only, and the meeting adjourned for ten minutes to see if a solution could be agreed.

As no way forward was agreed, the formal meeting was suspended, and it was agreed that Members would discuss the reports informally.

2. Election of Vice Chair

Item deferred.

3. Apologies for absence and declarations of interest

Councillor McDonald was not present; there were no declarations of interest.

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

The minutes of the meeting held on 25 March 2021 were noted.

5. Policy and Resources Committee Action Log

Verbal updates were given to on the following actions:

It was noted that the contingency on the St Johns development was £195K for the building itself, which could be applied if there was anything unexpected expenses. This was not a big percentage of the overall project budget. There would be a full update on the St John's development at the next Fire Authority meeting.

With regard to the PV panels, this work had concluded, with the most economical option giving the biggest return. It was confirmed that the assessment of returns for the solar panels was based on a 25 year period.

The archaeological investigations were being progressed, and artefacts of local interest had been discovered. The archaeological dig was expected to conclude shortly, with work starting on site in August. It was confirmed that the Fire Authority Chair would sit on the Programme Board for St Johns so that she had a strategic overview of the project.

6. Minutes of the Overview and Scrutiny Committee meeting held 7th January 2021

Item deferred.

7. Revenue and Capital Budget Monitoring Report

Members considered a report that provided an update on revenue and Capital spending as at 30 June 2021.

Members noted the £228K overspend on Full Time Firefighters. The Service had been running an over-establishment on firefighters, anticipating retirements of those towards the latter years of their careers. There had been a drawdown on Reserves to ensure this continuity. The £228K overspend also included an element of Covid expenditure: some crews had been unable to work due to cases of Covid, e.g. where the whole crew needed to self-isolate for ten days. The ways in which these absences were being addressed were noted, including bringing in staff on overtime, and using roaming appliances. It had been made clear to staff that they should not come into work if they did not feel well.

A Member asked when this Covid situation may become critical and impact on call outs. It was noted that the Service could meet its statutory obligations by providing one pump, but tried to ensure good coverage of crews and appliances across Cambridgeshire and Peterborough, and senior officers assured Members they would be able to deal with the current situation. In response to a Member question, it was confirmed that there were reciprocal arrangements with neighbouring Fire Services, and constant dialogue was maintained with those Services both at Chief Fire Officer and operational level. It was also noted that self-isolation was less of an issue for on-call firefighters.

With regard to the present situation on Covid testing and vaccination, all staff were encouraged to take up the vaccinations, and Cambridgeshire had been one of first Services in the country to provide testing for all staff, with staff being tested twice a week. As the rules on self-isolation were due to relax in August, this would lead to a reduction in the numbers needing to self-isolate, but could possibly lead to an increase in the numbers infected.

It was noted that the 'Variance' figure showed the actual outturn against the budget to date. It was noted that whilst some areas e.g. Property Maintenance and Insurance, were currently showing an underspend, this was due to expenditure not being evenly spread over the financial year, and they were expected to be on budget towards year end, as often expenditure or invoicing was delayed. The example of IT and Communications was noted, where many contracts were not being renewed until later in the financial year.

It was noted that in terms of Firefighter projections, there were no vacancy rates built in, as there was a very low rate of turnover. The Deputy Chief Executive advised that in summary, he was expecting to come in on budget, with the exception of Full Time Firefighters, for the reasons explained, but there were allocated Reserves for that purpose.

Members noted that a lot had been spent on training this year, including training to use the new boats.

It was noted that Operational fire budget related to On-Call Firefighter expenditure, which was dependent on demand. This expenditure fluctuated according to demand and would be monitored throughout the financial year. On-call firefighters were paid a retaining fee, and were then paid for every call that they attended, at an hourly rate. This could vary, year on year, due to a variety of factors, e.g. in hot summers there were more call outs.

It was noted that 75% of budget was staffing. Staff turnover was minimal, as the Service was regarded as a good place to work, and this situation had

been emphasised by the pandemic, when individuals had re-evaluated their priorities.

8. Annual Treasury Management Review 2020-21

Members considered the Annual Treasury Management Review for 2020-2021. The Treasury position as at 31 March 2021 was noted, which was effectively a summary of loans, and the CFR (Capital Financing Requirement) represented the Service's credit limit. The CFR was reviewed annually, and was based on an affordability model. Currently the Service was cash rich, but much of that cash was allocated to the project at St Johns.

In terms of investment, this had to be UK based or affiliated. All this investment was highest ratings i.e. AAA rated, and satisfactory returns were being earned on investments.

In response to a Member question, it was noted that debt was taken out against the capital programme. Capital requirements were often funded by income, including sale of assets, and sometimes revenue and underspends from prior years. Any remaining capital requirement was borrowed from the PWLB.

There were no real opportunities for increasing investment returns, as the Service had to invest in the UK. Given the current low rates, it was seen as prudent to use cash to finance capital programme rather than investing the cash and borrowing capital.

9. Strategic Risk and Opportunity Management Register – Monitoring Report

Members considered an updated Strategic Risk report, as at July 2021, highlighting those risks that were considered to be above the risk appetite of the Authority.

The key risk remained the ESMCP Airwave (R164). Members noted that this related to a project ran by the Home Office to move the current telecoms system from 'Airwave' to a system which was run on the mobile phone network. The project was overrunning significantly. From the Fire Service perspective, the risks related to systems resilience, especially when the volume of mobile phone calls was very high, using the same network. There was no alternative option – the existing technology was outdated and most other countries had already moved on to a mobile solution. A Member observed that this had been showing as a major risk on the risk matrix for at least six years. It was noted that by 2025/26 the new system should be operational. It was also noted that Fire Services had been recently notified likely to fund element from within revenue, of around £200K per annum, which would be difficult in the current budget situation. It was confirmed that co-

location of emergency services would not be of any benefit in this regard, as each Service had its own separate mobilising control centres. It was noted that the system would use the EE Mobile network, and in the event of a major incident, emergency services' use of that network would be prioritised.

In response to a Member question, it was confirmed that nationally, the ESMCP project now appeared to be well managed. It was noted that there had been many assurances at the outset that there would not be a cost to Services, but it was now clear that there would be an ongoing cost, despite challenge from the National Fire Chiefs Council. The cost of extending the contract for the current system, Airwave, was also considerable, but Members were reassured that the Airwave system was still fit for purpose.

With regard to cyber-attacks (R094), there were many safeguards in place, and whilst considerable vulnerability and penetration testing was regularly being carried out, there remained vulnerabilities, which was why the risk remained high. Whilst the Service had been successful to date, the potential productivity loss was massive in this area.

Conflicting priorities (R183) remained a priority area, e.g. ridership figures versus development of staff.

With regard to Brexit/EU suppliers (R172), there was a query as to whether there were any particular issues with data sharing. Officers confirmed that data was held within the UK, and this score may be revised down.

A Member queried the changing nature of incident types, e.g. increases in flooding incidents, and whether enough consideration was being given to increasing flood risk resulting from climate change going forward. It was confirmed that there had been investment in improving water rescue capabilities over the last couple of years, and this had been identified as a risk due to changing environment and increasing frequency of extreme weather events. The budget was reviewed annually with regard to the consumables required for flood rescue. The Service also worked with Flood partners through the Local Resilience Forum. The Service was regularly reviewing the types of incidents it attended, and adjusting resources accordingly.

A Member queried risks R178 (on-call staff leaving) and R161 (staff diversity), and asked whether there were any potential linkages between the two, i.e. the potential to access new, more diverse, labour markets. Officers advised that many actions had been taken to appeal to those sections of the community that were currently underrepresented, and increase the attraction of the Service to groups who maybe not considered it as a career option. There were two members of staff focused on reaching out to hard to reach groups, and there had been a gradual increase in applications from both female applicants and applicants from ethnic minority backgrounds. A key point was to increase the awareness of the professional nature of the work actually undertaken by Fire and Rescue Services, so that candidates were fully aware what the job entailed.

There was a discussion around the entry criteria, both academic and physical requirements. It was noted that there were always large number of applicants for Firefighter positions, the issue was often getting a field of applicants who represented the diversity of the communities the Service served, and a sufficient number of applicants who were interested in progressing their career to a senior level.

Fire Authority
Policy & Resources
Committee

Minutes - Action Log

This is the updated action log as at 7 December 2021 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 Committee meeting held 25 March 2021					
Minute No.	Report Title	Action to be taken by	Action	Comments	Status
165	Relocation of Huntingdon Fire Station and Training Facility	DCEO	A Member queried whether the payback of between 5-9 years on the additional solar panels could be more specific. The Deputy Chief Executive Officer explained that the payback was dependant on how much electricity was used at source. He agreed to refer back to the Energy Consultant for further detail.	Verbal update given on 15 July 2021.	Completed
		DCEO	A Member queried if there was contingency built into the budget. The Deputy Chief Executive Officer clarified that a contingency had been built in and that he would provide the Committee with the figure and make this clear in any future reporting.		Completed

Fire Overview and Scrutiny Committee Minutes

Date: Wednesday 21 July 2021

Time: 14:00pm.

Venue: Fire and Rescue Service Headquarters

Present: Councillors Cox Condron, Gardener, Gowing, Kindersley (Chair), McGuire, Taylor (Vice-Chair)

1. Notification of the Chair and Vice Chair

It was resolved to note the appointment of Councillors Sebastian Kindersley and Simone Taylor as Chair and Vice-Chair of the Fire Overview and Scrutiny Committee for the municipal year 2021/22.

2. Apologies for Absence

Apologies were received from Councillor Andrew Bond.

3. Declarations of Interest

No declarations of interest were received.

4. Minutes – 7 January 2021

The minutes of the meeting held on 7 January 2021 were agreed as a correct record will signed by the Chair.

5. Action Log

The reporting officer gave oral updates on the action log. They noted the additional work occurring in the pension fund, and a change in the risk profile of coronavirus to reflect the lifting of restrictions.

The action log was noted.

6. Annual Internal Audit Report 2020-21

The Committee received for scrutiny a report which provided an annual internal audit opinion based upon, and limited to, the work performed on the overall adequacy and

effectiveness of the organisation's risk management, control and governance processes.

The officer reported that the annual internal audit was, in general, positive and the organisation was categorised as having an adequate and effective framework for risk management, governance and internal control, but with some areas to improve upon. The need for improvement was caused, in part, by the limited scope of the audit and because of a number of incomplete management actions. Of the nineteen management actions due for completion at the time of audit, eight were completed and seven were ongoing.

In response to Member's questions, the officer confirmed that the audit had been completed independently and in compliance with the standards.

It was resolved unanimously to note the report.

7. Internal Audit Progress Report July 2021

The Committee received for scrutiny a standard report which summarised progress made against each plan and the results of the Internal Audit to date. This report had been delayed due to the meeting timing, but the officer established that reports for 'Follow Up' and 'Estates and Property Maintenance' had been completed since the previous meeting.

The officer noted the Quality Assurance Team's split findings with regard to the progression of managerial actions in the Follow Up report. Five of the eight 'HR Training, Recording and Competency System' management actions had been completed, with the remainder ongoing. This was considered reasonable progress. Meanwhile, little progress was reported in the implementation of management actions in the 'Collection and Update of Risk Information' and 'Follow Up Audits'. An explanation for this could be found in the report.

In response to Members comments, officers:

- Recognised that changes in personnel and operation systems had resulted in actions being missed. In response to this the officers stated the missed actions were now 'ongoing' and would be completed prior to the next audit. It was agreed Members would be updated on this in the next Cambridgeshire and Peterborough Fire Authority Overview and Scrutiny meeting. **Action. Matthew Warren.**
- Established that a new member of staff had been hired to follow up actions related to 'Estate and Property'. Members' requested a 'meet, greet and update' with the new member of the Estate and Property team. **Action. Deb Thompson.**

In response to the report, Members:

- Requested circulation of a glossary for technical terms. **Action. Deb Thompson.**

It was resolved unanimously to note the report and take remedial action as necessary.

8. Internal Audit Strategy 2021-22

The Committee received for scrutiny, an audit programme which had been developed with consideration to continuing developments and pandemic impacts by the internal audit team and management. It prioritised service objectives, risk profiles and the ongoing use of technology to meet service needs.

Tendering of the internal audit 2021/22 had been successful following delays caused by the pandemic. Key objectives of the Internal Audit Plan 2021/22 included the review of key financial controls and follow ups of previously agreed actions. The officer noted that the topics proposed here were unlikely to change but were dependent upon certain factors.

In particular, the officer:

- Provided an update on the Training Centre project for which capital had been resourced. In response to a Member's question, the officer reported that no changes had been made by external training centres to reduce infection risk.
- Clarified that the Forward Plan for next year provided an internal audit assurance map.

In response to Members comments, officers:

- Expressed a desire to bring Property Asset to the Fire Authority Overview and Scrutiny Committee for scrutiny.
- Notified Members that the greatest strategic risk came from 'ICCS and MOBs Implementation', but that the review had not yet found any unsupportable technology in the key system.

It was resolved unanimously to note the report.

9. Cambridgeshire and Peterborough Fire Authority - Audit Planning Report - 2020-21

The Committee received a report which laid out the audit strategy plan for the year ending 31 March 2021 including the audit of financial statements and use of resources; comprising materiality, key audit risks and the planned approach to these; the timetable and the BDO team. Overall, there were no significant changes, but planning materiality was proposed to be set at 2.5%.

It was explained that the deadline for the NHS audit, set for June 2020, had been extended, causing auditing delays in local government services which used the same auditing bodies. As a result, the 2019/20 audit for Peterborough and Cambridgeshire Fire Authority occurred between January and March, with 45% of the audit signed off by the original November deadline. Therefore, the 2020/21 audit was also delayed and

unlikely to meet the 30 September 2021 deadline, despite having sufficient resource to carry it out. The officer noted that this was a challenge being faced by all local government bodies.

The reporting officer highlighted significant audit risks, including:

- Management override of controls: Inclusion of this as a presumed risk was a statutory requirement of Auditing Standards. To manage this, the audit would identify outlying risks, estimation determination, and for activity outside normal business.
- Expenditure Recognition: This risk regarded the manipulation of expenditure by public sector bodies. Risk management included using the year-end financial position to ensure all expenditure is accounted for.
- Valuation of Non-Current Assets: This risk regarded ensuring land and building asset valuation was accurate and current. Risk management included testing valuations against market data.
- Valuation of Pension Liability: This risk regarded uncertainty around pension fund estimation. Risk management included cross-referencing actuarial assumptions with market data and assurance from the pension fund auditor.
- Use of Resources: A new code of practice had been introduced for audit work with new assessment criteria which moved away from value for money. It required a commentary on criteria met/unmet and resulting actions, rather than a conclusion. Another requirement was publication within three months of audit submission.

In response to Members comments, officers noted that:

- Missing the auditing deadline would result in publication of clearly marked unaudited draft financial statements on 30 September 2021. There would be no consequences.
- They would be readvertising for a position in the key financial team.
- Interdependencies with audits from external bodies may result in further delay of the Fire Authority Audit.
- A report on financial resilience, financial management, value for money, and management of resource would go to the Fire Authority for scrutiny November 2021.

Individual Members raised the need for a financial amendment on page 85 of the report. Action. Rachel Brittain

It was resolved unanimously to note the report and take remedial action as necessary.

10. Fire Authority Programme Management

The Committee received the programme management monitoring report, which included action plans to mitigate risks to, and achieve the vision of, the service.

The officer highlighted certain projects in the programme status report:

- Property collaboration: The joint housing of the St Neots police and fire service awaited planning permission for the redevelopment of the St Neots Fire Station.
- Sharepoint and Microsoft 365 Migration Project: The implementation of new technology into the service had been delayed. Officers noted firefighters may require technological support following implementation.
- Replacement ICCS and Mobilising Solution: Project progress had been delayed by remote working, with only half of control system tests being performed. Therefore, SAT tests would occur in August 2021.
- Asset Management Software: This risk would be closed as all associated actions had been delivered. QR coded equipment now allowed for quick assessment, and a separate system for property asset recording would be developed to resolve remaining concerns.
- ESMCP (Emergency Services Mobile Communications Programme): This was a 10 year old Home Office business case which sought to replace emergency service airways radio communication with mobile communication by 2025/26 through gradual national roll out. England would be the first emergency services to be run this way.

Advantages of the change included modernisation of technology.

Disadvantages included an uncertain but increasing cost to the service that would need to be budgeted for; and concerns regarding the resilience of mobile networks. The latter concern would be reduced as the Connecting Cambridgeshire Project increased mobile network coverage.

In response to members' questions, the officer reported that Motorola had purchased airwaves radio, but was also involved in the ESMCP.

In response to Members comments on risks, officers:

- Noted that P088, On-Call Board Stage 2, had returned to business as usual.
- Established that sliding timescales were generally the result of optimistic planning, real setbacks and personnel changes.
- Offered to meet separately with new members regarding the attempted PCC take-over.
- Explained that the new ways of working had been developed following movement to a new training centre.

Individual Members requested:

- More details and an online seminar covering ESMCP. Action. Jon Andrews.
- A link to the Equality Impact Assessment report. Action. Deb Thompson.

It was resolved unanimously to note the report and take remedial action as necessary.

11. Member-Led Review Update

The Committee received an oral update of the two ongoing Member-led reviews.

Engagement with represented bodies:

The lead Member provided a background on progress to date and the desire to continue the work started. Councillors Cox Condron and Taylor were to consider joining this Member-led Review.

Councillors Cox Condron and Taylor were to consider joining this member-led review. Action.

Approach to recruitment:

The review sought to workforce diversity and career progression for women. The officer suggested, and the lead member agreed, to halt the review following delays caused by the pandemic and a change in Authority membership.

Future reviews:

Terms of reference for a Member-led review would be drafted and circulated to Members for nominations. Action. Deb Thompson.

It was resolved unanimously to note the report and take remedial action as necessary.

12. Overview and Scrutiny Work Programme

Members asked for the Internal Annual Report and Internal Strategy Report 2022/23 to be brought to the Fire Authority Overview and Scrutiny Committee meeting, scheduled April 2022. Action.

The Committee resolved unanimously to note its work plan, including the actions noted throughout the minutes.

Fire Overview and Scrutiny Committee Minutes

Date: Thursday 7th October 2021

Time: 14:00 – 14:40

Venue: Fire and Rescue Service Headquarters

Present: Councillors Bond, Gardener, Gowing, Kindersley (Chair), McGuire (attended virtually), Taylor (Vice-Chair),

13. Apologies for Absence and Declarations of Interest

No apologies or declarations of interest were received.

14. Minutes – 21 July 2021 and Action Log

The minutes of the meeting held on 21 July 2021 were agreed as a correct record and signed by the Chair. The action log was noted.

15. IRMP Performance Measures

The Committee received a report which reviewed the Service's progress over a four-year period using risk modelling, data from the national risk register and business delivery risks. It highlighted potential initiatives to mitigate weaknesses.

The Officer highlighted some positive statistics, such as: 28 fewer fires, 79 fewer secondary fires and 11 fewer fire injuries in comparison with the previous year. No deaths from fires were reported.

There had been an increase of road traffic collisions, with 20 more persons killed or injured on roads in this reporting year. Officers noted that this upsurge had been affected by the impact of the pandemic on travel in 2020. Requests for ambulance service aid had also increased as a result of pressures on the NHS from the pandemic.

Officers recognised that, despite improvements in workforce diversity (an increase in female staff and staff from black and ethnic minority backgrounds) further diversification was needed. They explained that they had employed an Equality and Diversity Advisor and were benchmarking against other services to ensure this.

Members thanked the Service for assisting with flooding, especially in Alconbury and Alconbury Weston.

It was resolved unanimously to:

Note the contents of the performance report.

16. Annual Review of Compliance with Local Government Transparency Code

The Committee received a report which reviewed Cambridgeshire and Peterborough Fire Authority's compliance with the Local Government Transparency Code, published in February 2015 by the Department for Communities and Local Government. In particular, the Officer highlighted Paragraph 7 which commented on missing contracts data, some of which had been delayed due to the pandemic, and the presentation style of the published organisational chart.

It was resolved unanimously to:

- Note the current position in terms of compliance,
- Approve the recommendation made at Paragraph 7.5.

17. Draft Annual Governance Statement 2020/21

The Committee received the Annual Governance Statement which evaluated the extent to which the Authority had complied with their own code of governance over the past year and the effectiveness of that code in ensuring good governance in the Authority. The audit raised no significant concerns and Officers reported that they had maintained this status by ensuring they remained aligned with national guidance and monitoring significant investments in training and the wider property portfolio.

In response to Members' questions, Officers explained:

- That audit and governance was managed collectively.
- That historical training centre building schemes were in the public domain and updated accordingly. The Service was liaising with Huntingdonshire District Council with regard to training centre planning evaluation.
- That the Human Resources Training, Recording and Competency Review had been a separate report from Human Resources and had been reviewed by the Overview and Scrutiny Committee previously. However, Members were welcome to organise a meeting with the Deputy Chief Executive, Matthew Warren, to discuss further progress that had been made.

It was resolved unanimously to:

- Scrutinise the AGS, attached at Appendix 1 and make comment as appropriate,
- Recommend to the Authority that the AGS is approved for external publication.

18. Internal Audit Progress Report

The Committee received a report which identified areas of weakness in Cambridgeshire and Peterborough Fire Authority Asset & Fleet Management system and consequent actions required to mitigate them. The audit concluded there were adequate controls in place with respect to schedule of works, including a planned maintenance date populated within Miquet and confirmed, from our sample of assets, that barcodes were

present to allow scanning of assets for inventories. In addition, governance arrangements were in place to manage asset and equipment issues.

The audit found areas that could be improved in relation to policies and defined responsibilities, including purchasing, testing, maintaining assets and disposals, missing information on the system in relation to end of life, purchase date, cost and location. Lack of regular stock checks, improvements to disposals records

The Officer noted changes in the audit plan including delays and postponements in training centre and Incident Command System Mobilising System implementation.

In response to Members' comments, Officers explained:

- MiQuest:

MiQuest was a new 'off-the-shelf' system. The failure of the MiQuest system to register disposals of over £10,000 was an oversight in the system's initial implementation and an action plan had been formed to resolve this, with a specific manager overseeing the project.

Operational staff were responsible for inputting data into MiQuest. These staff were busy during the pandemic and therefore human error was more likely to occur during this period. However, Officers were working to ensure all staff were able to use the system.

- 'End of depreciation' and 'end of life' were not the same. This was because an asset's 'end of life' was initially five years but could be extended if still fully functioning.
- A follow up audit would be completed by RSM (internal auditors). The outcome(s) would be presented to the Committee at the end of the financial year, in April 2022.
- The £20,000 MiQuest system update was no longer required.

In summing up, the Chair commented that issues raised in internal audits served as proof that the audit was successful.

It was resolved unanimously to note the contents of the report.

19. Overview and Scrutiny Member-Led Review – Terms of Reference

The Committee received a report which sought two Members for a Member-led Review on the Estates, Property Management and Capital Programme. Review objectives were an evaluation of: internal audit report outcomes and actions; portfolio management and improvement; use of risk based data; the forward plan for investments and collaboration.

Members recognised the requirement for the review to focus on property and spending prioritisation rather than cost cutting measures.

Councillors Gardener and Gowing volunteered to lead the review.

It was resolved unanimously to:

- a) approve the Terms of Reference for the Member-led review of Estates, Property Management and Capital programme;
- b) to appoint two Councillors to undertake the review.

20. Cambridgeshire and Peterborough Fire Authority Overview and Scrutiny Work Programme

The Committee resolved unanimously to note its Work Programme.

Chair

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: 15 December 2021

Revenue and Capital Budget Monitoring Report 2021/22

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 2021.

2. Recommendation

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

3. Risk Assessment

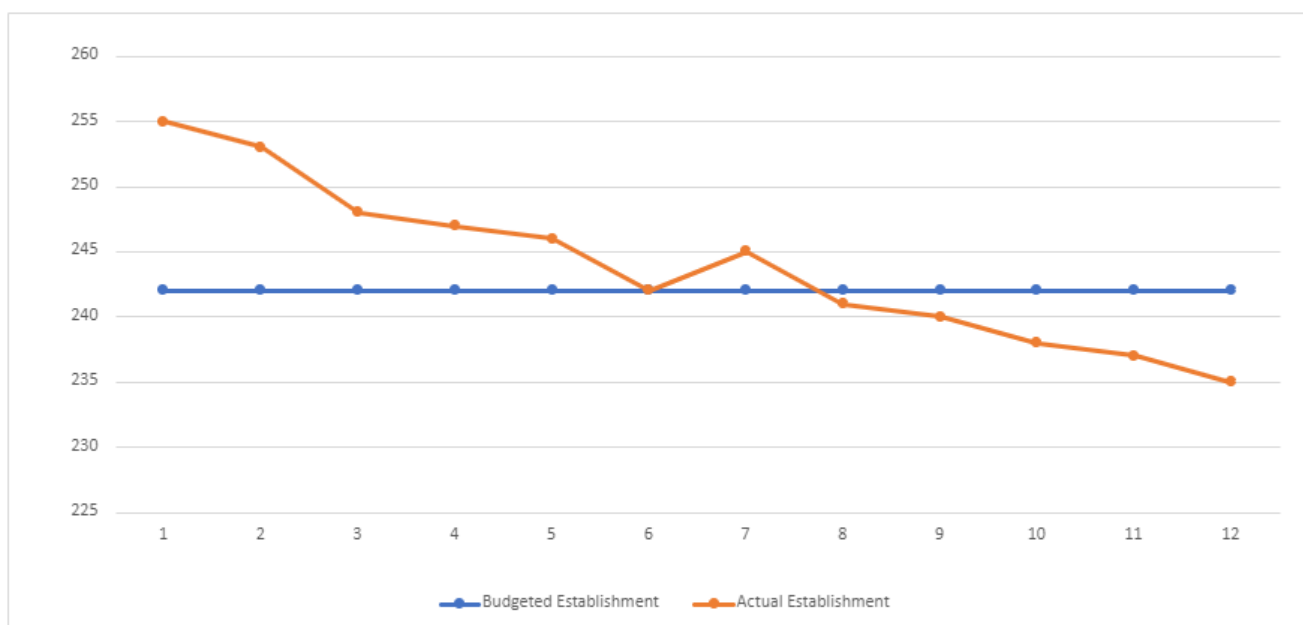
- 3.1 No specific risks are associated with this report.

4. Background

- 4.1 The budget for 2021/22 was approved at the Fire Authority meeting held in February 2021. The total budget was set at £30.682m with a total precept of £21.4m. The proposed budget did not include any pay award inflation in accordance with Government guidance at the time of preparation. The impact of a 1% pay award on the budget is a pressure of £250k.
- 4.2 At its meeting in June 2021 the Authority approved a revenue carry forward of £1.411m. The carry forward included grant income of £0.354m. The revised revenue budget for the 2021/22 financial year is therefore £32.05m.
- 4.3 A budgetary control summary showing the main variations to the end of November 2021 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 is showing an overspend at present. The overspend includes the pay award agreed with the Fire Brigades Union (FBU) of 1.5%. This was applied from July 2021 and will continue to add pressure to the budget as it wasn't budgeted. The budget is being closely monitored and this trend of overspending is expected to level off as we move through the financial year. The spend to date includes expenditure on overtime that relates to training on the new turntable ladders which are now operational. The Service has introduced control measures to monitor and manage overtime along with robust modelling of future recruitment to ensure control is exercised over this budget whilst maintaining crewing levels at an appropriate level. In the short-term, the remaining operational reserve will be used this financial year to fund the overspend. The graph below shows the anticipated establishment levels as we move towards the end of year, which demonstrates a reduction in budget pressure.



- 5.2 The budgets for other employee groups are overspent as at the end of November. However this position is not expected to continue and will be balanced at year end after the application of an as yet to be agreed pay award.
- 5.3 The premises budget is currently underspent by £166k. The business rates for the Service have been subject to a full review and have been reduced as a result. The on-going savings will be £50k per annum, with the Service due a significant retrospective refund. Energy costs are currently subject to inflationary pressures and will continue to be incurred throughout the financial year, so these underspends will reduce. The Service has begun to draft an Environmental Sustainability Strategy and Plan that it hopes to bring to Fire Authority in February 2022. Any underspend against these budget areas may be invested in more sustainable buildings and will be presented to Fire Authority for formal approval.

- 5.4 The significant underspend relates to vehicle insurance which will continue to be incurred through the financial year by way of excess on claims.
- 5.5 The supplies and services budget is showing an underspend. This is owing to the expenditure against specific ICT contracts that tend to be incurred later in the financial year. This underspend will reduce but will be monitored closely.
- 5.6 The operational fire budget relates to On-Call firefighter expenditure. This expenditure fluctuates according to demand and will be monitored through the financial year.
6. Update - Capital Expenditure and Financing
- 6.1 The revised capital programme, together with spending to date, is shown in the table below:

		Original Budget	Carry Forwards	Revised Estimate	Total Committed to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	6.2	2,258	107	2,365	744
Land & Buildings	6.3	7,172	234	7,406	2,353
Equipment	6.4	272	197	469	188
IT and Communications	6.5	775	91	866	292
		0			
		10,477	629	11,106	3,577
Financing					
Capital Receipts		-457	0	-457	-457
Loan		-2,550	0	-2,550	0
Application of General Reserve		-6,833	0	-6,833	-1,854
Revenue Contribution		-637	-629	-1,266	-1,266
		-10,477	-629	-11,106	-3,577

- 6.2 This budget covers the purchase of operational and non-operational vehicles. The Service is currently reviewing its fleet and the outcome of this review will be presented to the Authority later this financial year as part of a broader review of the Authority's approach to environmental sustainability.
- 6.3 This budget covers the maintenance of existing properties and investment in new facilities. The Huntingdon fire station and training centre project is a significant part of this budget and 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 purchase and implementation of the new ICCS and Mobilisation system is included within this budget.

Bibliography

Revenue and Capital Budget Position 2021/22

Location:
Hinchingsbrooke Cottage
Brampton Road
Huntingdon
PE29 2NA

Contact:

Deb Thompson
Scrutiny and Assurance Manager
deb.thompson@cambsfire.gov.uk

Appendix 1

Description	Paragraph Reference	Revised Budget £	Budget to Date £	Actual to Date £	Variance £	Variance %
Full Time Firefighters		12,880,581	8,607,711	8,913,706	305,995	4%
Control Room Staff		1,651,570	1,100,110	1,163,750	63,640	6%
Local Govt. Employees		3,316,844	1,967,870	1,969,299	1,429	0%
Senior Management (Hay)		3,664,300	2,460,138	2,506,673	46,535	2%
Recruitment & Training		790,079	553,752	359,881	-193,871	-35%
Fire Allowances		680,740	497,236	529,179	31,943	6%
EMPLOYEE COSTS	5.1 - 5.2	22,984,114	15,186,817	15,442,488	255,671	2%
Property Maintenance		351,767	220,016	227,783	7,767	4%
Insurance		73,840	73,840	40,964	-32,877	-45%
Energy Costs		319,780	193,643	147,833	-45,810	-24%
Cleaning		60,867	26,393	26,829	436	2%
Rents & Rates		613,740	613,740	558,700	-55,040	-9%
PREMISES	5.3	1,419,994	1,127,632	1,002,107	-125,525	-11%
Car & Cycle Allowances		68,960	45,972	33,352	-12,620	-27%
Vehicle Running Expenses		177,054	118,396	121,916	3,520	3%
Vehicle Insurance		178,590	167,560	135,131	-32,429	-19%
TRANSPORT AND MOVEABLE PLANT	5.4	424,604	331,928	290,399	-41,529	-13%
Office Expenses		315,028	209,861	110,161	-99,700	-48%
IT & Communications Equip.		2,154,021	1,671,880	989,454	-682,426	-41%
Fire Equipment		363,651	222,585	156,410	-66,175	-30%
Uniforms & Clothing		394,194	263,910	184,731	-79,179	-30%
Other Supplies & Services		1,974,281	950,028	886,175	-63,853	-7%
SUPPLIES AND SERVICES	5.5	5,201,175	3,318,264	2,326,931	-991,333	-30%
CONTROLLABLE EXPENDITURE		30,029,887	19,964,641	19,061,925	-902,716	-5%
Other Income		-1,602,460	-858,805	-987,083	-128,278	15%
Other Government Grants		-1,538,510	-1,025,570	-1,318,509	-292,939	29%
CONTROLLABLE INCOME		-3,140,970	-1,884,375	-2,305,591	-421,216	22%
NET CONTROLLABLE EXPENDITURE		26,888,917	18,080,266	16,756,334	-1,323,932	-7%
Debt Charges		1,266,278	286,835	54,467	-232,368	-81%
External Interest		-90,000	-34,281	-2,278	32,003	-93%
CAPITAL FINANCING		1,176,278	252,554	52,189	-200,365	-79%
Pensions - Lump Sums		659,580	439,676	483,140	43,464	10%
Operational Fire Budget		3,324,741	2,195,446	2,019,112	-176,334	-8%
SAFETY-NETTED EXPENDITURE	5.6	3,984,321	2,635,122	2,502,252	-132,870	-0
NET EXPENDITURE		32,049,516	20,967,942	19,310,775	-1,657,167	-8%

To: Policy and Resources Committee

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer(s): Deputy Chief Executive Officer – Matthew Warren

Telephone: 07786 023436
matthew.warren@cambsfire.gov.uk

Date: 15 December 2021

Strategic Risk and Opportunity Management Register – Monitoring Report

1. Purpose

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an updated strategic risk report, as at December 2021, highlighting those risks that are considered above the risk appetite of the Authority.

2. Recommendation

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

3. Risk Assessment

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

4. Background

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

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

5. Strategic Risk Review

- 5.1 The distribution of risk from the strategic risk register is shown in Appendix 1. This shows the spread of risk scores with an accompanying short description of each risk.
- 5.2 Cyber-attacks remain one of the highest risks posed to the Service, with a score of 20. Work continues to remain abreast of threats and continue to keep our systems protected from these and our staff educated as to the evolving threats.
- 5.3 We had seen a decrease in the impact of the coronavirus risks upon the Service, however these have increased once again due to the rising numbers in this county and also the emergence of the Omicron variant. The immediate impact(s) are predominantly staff absences across both our operational and support services. The longer term impact will be on the achievement of activities in our Integrated Risk Management Plan (IRMP) as we prioritise resources to front line delivery. These impacts are regularly monitored with the Chief Officers Advisory Group.

- 5.4 The Emergency Services Mobile Communication Project (ESMCP) remains in our very high risks however this is largely outside of our control as it is a central government run project. We are actively engaged in the project and maintain currency with ongoing developments.
- 5.5 As an organisation we are reliant on several suppliers to provide core ICT systems to us. The potential for support to be withdrawn by suppliers leaves the Service vulnerable should there be a system failure and is therefore a high risk. We continually monitor the status of our systems and engage with our suppliers to understand their forward plans to allow us to plan accordingly.
- 5.6 There are several risks relating to our profile of leavers, diversity of our workforce and recruitment challenges as well as the impacts of changing incident profiles on our work force. These are core risks within our IRMP and we have a number of work strands looking at the different dimensions of these challenges. We have a focus on succession planning and development of our staff to enable them to progress within the Service.
- 5.7 We have also seen new risks emerge around the new culture of working from home that is allowing people to expand the geographical boundaries that they would normally operate in meaning that we are losing resources to other organisations that although further away pay higher salaries.

6. Risk Register Extract

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R164	There is a risk to communication resilience as emergency services network will be via a commercial bearer which may result in a potential loss of service.	J Anderson	Service Delivery	25	12
Mitigation activities		Target completion		Owner	
1. Network coverage testing to be undertaken with Cambridgeshire Constabulary. 2. Home Office alternative solutions / extended areas applied for.		1. March 2022 2. March 2022		1. J Barlow 2. J Barlow	
Comments					
This is a risk identified from the national project (Emergency Services Mobile Communication Programme), we have representation on the regional project team as well as chairing this group and will therefore be able to monitor the developments that are emerging in this area. We will also be working closely with our blue light partners on coverage testing and share learning and provide feedback into the central project for resolution as required.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R094	There is a risk that the Service is targeted by cyber-attacks and if successful these could cause serious disruption to service delivery.	M Warren	Service Delivery	20	15
Mitigation activities		Target completion		Owner	
1. Regular ISO audits, to support accreditation. March 2020 a positive recommendation for continued certification achieved with two minor non-conformities and 1one opportunity for improvement.		1. Complete 2. Complete 3. December 2021		1 J Fagg 2. D Wilkinson 3. J Fagg	

2. Internal audits scheduled. 3. Engaged with supplier to work with them to produce a three year cyber strategy.		
Comments		
The most significant risk posed to the Authority is the threat of external cyber-attacks. Work is ongoing to test our control actions through regular penetration testing. Our numerous controls are monitored monthly through the ICT service improvement plan to stay abreast of current threats and ensure appropriate defences are in place. There are further mitigations in place to enhance protection but it is not appropriate to list them in a public document.		

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R191	There is a risk that during the coronavirus pandemic, the Service has a significant loss or reduction of our critical delivery staff, which leads to the Service failing to deliver its statutory functions.	C Strickland	Service Delivery	20	12
Mitigation activities		Target completion		Owner	
1. Core crisis team in place and business continuity arrangements in operation. 2. Key resourcing requirements understood and resourcing team meeting daily to review resources available and plan these across departments and the county. 3. Volunteers sought to cover the control room should shortages of staff occur. Training to be provided to these staff to enable them to operate. 4. Retired operational staff contacted to see if they would be willing to support the Service in crisis times. 5. Resilience resources training refreshed to enable them to be operational when required. 6, Protection of the health and well-being of our staff as outlined in risk STA-R190. 7. Consideration of redistributing On-Call staff to ensure whole time appliances are available as far as possible.		1. Daily 2. Daily 3. Complete 4. Complete 5. Complete 6. Daily 7. 6 December 2021		1. -6. Business continuity team 7. S Newton	
Comments					
This risk has increased with the Omicron variant and the rising case numbers across the county.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R093	There is a risk that the ESMCP solution being offered will not be sustainable leading to the government having to renegotiate with Airwave leading to increased costs to the Service.	J Anderson	Service Delivery	20	20
Mitigation activities		Target completion		Owner	
1. Awaiting Home Office Full Business Case.		1. Ongoing		1. J Barlow	
Comments					

This risk sits largely outside of the control of the Authority as it is created by an external project. Engagement and monitoring of the situation is ongoing. A recent business case has been released however incomplete financial information prevents the Service from calculating future costs.

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

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R178	There is a risk of On-Call staff leaving the Service, meaning a lack of fire appliance availability, resulting in a reduction of fire cover, leading to a possibility of more serious fires and an increase in fire deaths.	J Anderson	Service Delivery	15	15
Mitigation activities		Target completion		Owner	
1. Increased training places for On-Call recruits.		1. March 2022		1. W Swales	
Comments					
Controls already in place, utilisation of On-Call standbys, consultation with FBU to be able to utilise whole time staff as an On-Call strategic reserve, provision of alternative appliances, introduced phased response, introduced 25% contracts and succession planning is in place. Work is ongoing and progressing in this area, to improve the working experience of On-Call staff and how we shorten the recruitment timescale to retain staff.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R158	There is a risk that the current training centre is aging and has a limited capacity in the training that it can deliver; if we do not look at this it could mean we are not able to train in some capabilities	S Newton	Service Delivery	15	10
Mitigation activities		Target completion		Owner	
1. Project governance is in place and continual oversight and management of this risk. 2. This project has been identified as a service priority for 2021/22. 3. Discovery of Roman artefacts has delayed work on site; liaise with HDC to minimise impact to schedule. 3. Build in progress some supply chain issues and staff		1. Ongoing 2. Complete 3. January 2023		1. M Warren 2. COG 3. M Warren	

changes within project team but completion estimated for September 2022 with a move date of January 2023.		
Comments		
Work is ongoing and progressing positively.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R161	There is a risk that we do not have a workforce that reflects our community's diversity and therefore we may lack the diversity of thought and approach, which would impact on our ability to improve the quality of service we deliver to our community whilst also damaging our performance in this area which is monitored by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.	S Smith	Service Delivery	16	9
Mitigation activities		Target completion		Owner	
1. Deliver outcomes from agreed Inclusion Plan (refreshed and updated summer 2021). 2. Business case to authorise additional funding for Positive Action Officer Roles until March 2024.		1. March 2024 2. 31 December 2021		1. C Doody 2. S Smith	
Comments					
Work is ongoing and progressing in this area, we have already run 'Have a Go' days and utilised dedicated resources to positive action. There is a positive action work plan in place and we have delivered disability confidence placements.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R113	There is a risk that with changing incident types operational competence is not sustained, especially on stations with low call demand.	S Newton	Health and Safety	16	9
Mitigation activities		Target completion		Owner	
1. FS scenario (multi operational training) for core competencies and delivered (quarterly). Evaluation to see how successful these are moving forward. 2. As part of the Training Centre Review what duty system (model) needs to be provided to be able to deliver the programme. 3. Group Commanders currently supporting enhanced operational assurance for Flexi Duty Officers.		1. April 2022 2. Ongoing 3. April 2022		1. V Best 2. W Swales 3. S Newton	
Comments					
Work is progressing on the mitigation activities to reduce the risk.					

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

Comments
This risk has decreased since last reported. Work is progressing on the mitigation activities to attempt to reduce the risk. Work has been conducted to streamline and improve the recruitment process through STEP. Day crewing negotiations have taken place, with a trial in place for two years.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R118	There is a risk that with the continued growth in the county, it increases the number of non-domestic properties of the type that present a high risk. With our limited capacity to conduct risk visits this may increase the unknowns for the county.	S Smith	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Review findings from new version of Risk Based Audit Programme. 2. Uplift grant project to identify further opportunities. 3. Succession planning and increasing capacity of Protection Team.	1. January 2022 2. December 2022 3. July 2022	1. S Flemming 2. S Hedger 3. S Hedger

Comments
Work is progressing on the mitigation activities to attempt to reduce the risk. Risk based Audit Programme in place.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R180	There is a risk that the statistics are showing a decrease in the working age population in all districts across Cambridgeshire apart from Cambridge; this could impact upon the Service's ability to recruit to the On-Call service in these areas.	S Newton	Service Delivery	12	8

Mitigation activities	Target completion	Owner
1. Training On-Call personnel to deliver community fire safety work where risks in rural areas are identified to reduce risk of fires in the home.	1. June 2022	1. J Ball

Comments
Work is progressing on the mitigation activities to attempt to reduce the risk.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R188	There is a risk that the representative bodies national picture on employee/employer negotiations could impact their ability to engage in any proposed crewing changes or role maps, causing delays on progress.	J Anderson	Service Delivery	12	12

Mitigation activities	Target completion	Owner
1. Maintaining a watching brief on the current situation and monitoring the impacts of this.	1. Ongoing	1. J Anderson

Comments

We have embedded and established engagement with local representative bodies. The processes and negotiation routes are established and working well. This risk is kept under review and the situation monitored as it develops.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R001	There is a risk that reliance on key staff, in the event that key staff leave or are absent this may lead to the Service being unable to deliver core services and/or resilience to support incidents.	C Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Succession planning in place with ongoing reviews. 2. Business continuity arrangements are in place for COVID-19. Staff communications and engagement with Public Health England in place and will continue to monitor the situation. 3. Ensure the other benefits of joining a public sector organisation are part of the job attraction rather than pay.		1. 31 December 2021 2. Ongoing communications in place 3. Ongoing		1. S Smith (HR) 2. S Smith 3. S Smith (HR)	
Comments					
This risk has increased and has risen to a high risk. This is due to the pandemic and impacts to staffing levels as well as changes to working habits meaning more working from home has opened up greater opportunities in the job markets.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R011	There is a risk that due to negligence within the organisation, legislations i.e. Health and Safety/ Asbestos exposure/Legionella/Operational may be breached with the potential for prosecution, injury/death to employees/others, exposure to compensation claims/ reputational damage.	J Anderson	Health and Safety	10	10
Mitigation activities		Target completion		Owner	
1. Training and assessments of competency levels available via iLearn - further work required to develop these.		1. Complete		1. Health and Safety Team	
Comments					
We employ specialists to provide advice and guidance in health and safety. Information has been disseminated to stations in the same place at each station. Raised awareness through health and safety representatives. Incident monitoring to review health and safety. Health and safety conduct six monthly visits to stations to assess level of compliance with requirements. Conducted a mini PEEL review to test this area to ensure that our understanding of the risk exposure is correct. Implemented action plan following mini PEEL review. Station visits to raise awareness ISO 45001 Accreditation audit completed. Looked to see if national standard operating procedures can be utilised in Cambridgeshire (South East Ways of Working). Resulted in new Contamination Policy. Training and assessments of competency levels available via iLearn and deployed July 2020.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R117	There is a risk that the aging population results in more vulnerable and isolated older people of which impacts negatively on fire deaths and injuries.	S Smith	Service Delivery	16	9

Mitigation activities		Target completion		Owner	
1. Continue to increase our data sets to ensure targeting is as effective as possible. 2. Assess benefits of On-Call and Community Champions now undertaking safe and well visits which may help mitigate current and post risk scores.		1. December 2022 2. April 2022		1. P Middleton 2. J Ball	
Comments					
Targeted safe and well visits are part of routine watch activity supported by the community safety team. Working with partners to identify and protect vulnerable people. Purchasing portal misting systems to be implemented in individual homes. Distributing the portable misting system to the most vulnerable to increase their safety whilst further support actions are taken by our partners. Reviewed safe and well has been evaluated, identified frailty index. Behavioural change review, and implementing findings. On-Call and Community Champions now undertake safe and wells in our rural areas. Now sharing EEAST facilities at Melbourne, which allow crews greater access to an isolated community for increased community safety engagement across domestic and non-domestic premises.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA - R085	There is a risk that the timescales continue to slip on the ESMCP project and impact upon the time available for the Service to complete the required actions to meet the cutover target dates leading to policies and procedures not being able to be followed and cost implications.	J Anderson	Finance	16	16
Mitigation activities		Target completion		Owner	
1. Continuing delays impact upon our resources plans and the skillsets we had in place to manage this, resource plans will need to be kept under review. Indicative timeline produced, awaiting full business case and baselined plan from Home Office.		1. Ongoing until we receive more information		1. T Mirfin	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the Service will now be working to. Engagement and monitoring of the situation is ongoing.					

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

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R084	There is a risk that the information regarding required actions to meet the ESMCP timescales are not released in sufficient time to allow for planning leading to reactive work and the Services other priorities being impacted.	J Anderson	Service Delivery	16	16
Mitigation activities		Target completion		Owner	
1. Home Office full business case approved, however still awaiting the financial implications and implementation timetables.		1. Ongoing		1. J Barlow	
Comments					
This risk sits largely outside of the control of the Authority as it is created by an external project. The business case has been released and shows a new timeline for the delivery of the project, which the service will now be working to. Engagement and monitoring of the situation is ongoing.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R141	There is a risk that unsupportable technology in our key system deteriorates; suppliers/we may no longer be able to provide support to our key systems which would leave us in a vulnerable position.	M Warren	Value for Money	16	16
Mitigation activities		Target completion		Owner	
1. Budget preparation. 2. Capital Programme. 3. Reserve Strategy. 4. Financial System - support not being withdrawn as anticipated - Notice of two years will be given by supplier when support will be withdrawn. Project to replace will then be initiated. 5. HR System - will be out of contract December 2023. Supplier has indicated withdrawal of support for our in house product. Service to consider options. Ongoing review.		1. December 2021 2. December 2021 3. May 2022 4. November 2022 5. Ongoing		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren	
Comments					
Technology is kept under review at the Digital Strategy Boards to allow for forward planning of resources and budgets.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R201	There is a risk we may lose some highly skilled personnel through 'head hunting' by different industries who can now offer both benefits of working from home along with a considerably higher salary which will result in loss of knowledge, experience and resilience in professional support.	M Warren	Service Delivery	12	6
Mitigation activities		Target completion		Owner	

1. Recruitment team to research, test and evaluate new and innovative attraction methods and to explore searching for candidates in a broader geographical area. 2. Recruitment team to highlight all cultural benefits of working for CFRS when advertising vacancies; using data and quotes from engagement survey research to showcase our cultural position. 3. Recruitment team to update employee profiles on external careers site; greater range of professional support roles to be added (showcasing some of the more technical/in-demand skillsets in particular) and to talk about the cultural / agile working benefits. 4. Ensure appropriate cross-skilling to mitigate risk and increase resilience across relevant teams. 5. Flexibility and review of market premiums where possible.	1. March 2022 2. March 2022 3. March 2022 4. March 2022 5. Ongoing	1. A Grayson 2. A Grayson 3. A Grayson 4. T Mirfin/J Fagg 5. A Grayson/M Warren
Comments		
This is a new risk that has emerged during the pandemic with employers moving to working at home models.		

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R195	There is a risk that with staff off sick or diverted to different activities/restrictions in activities there will be a back log of work that will take us a long period to recover from and delay our progress as a service.	C Strickland	Service Delivery	12	9
Mitigation activities		Target completion		Owner	
1. Monitor the impacts through the IRMP action plan. 2. Put in place plans for catching up on important activities and how we will recover. 3. Resourcing cell established to identify and monitor business areas affected by the COVID-19 emergency. 4. On-going conversations with the Heads of Group to understand the impact of COVID-19 and to reprioritisation.		1. Complete 2. Complete 3. Complete 4. Ongoing		1. IRMP Team 2. HOGS 3. Resourcing Cell 4. COAG	
Comments					
This risk has increased again due to the high infection rates in the county and the Omicron variant and the increased staff absences that we are seeing as a result.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R144	There is a risk that with the current sickness, maternity leave and resignations we may not be able to deliver adequate call handling and mobilisation services, leading to a reduction in the level of service.	S Newton	Service Delivery	10	10
Mitigation activities		Target completion		Owner	
1. Continue to provide opportunities to develop staff in Combined Fire Control. 2. Continual review and workforce planning to ensure sufficient staff and skills. 3. Applying proactive approach to flexible working in Combined Fire Control. 4. Continually monitor call handling times which are now consistently showing improvement in performance.		1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing		1. S Newton 2. S Newton 3. J Illingworth 4. J Illingworth	
Comments					

Currently looking to improve resilience across the Control function by enhancing one role within the Day Watch and providing more resilience across the Station Command Group. Implemented recommendation to manage Control with three Station Commanders. Over establishment to ensure resilience is available to cover for maternity leave and sickness absence has been maintained. Proactively filling as many temporary vacancies as possible to ensure stability of workforce and consistent management lines. Combined Fire Control staff have attended Insight programme, promotion processes and undertaken learning and development courses. Recognising the impact of the ICCS and Mobs work we have increased resources into the project team, provided support from the Combined Fire Control staff and ensured close engagement between project and all Combined Fire Control staff.

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R091	There is a risk that there may be difficulties in the joint administration of the ICT Shared Service, it may need to be re-in sourced causing a budgetary increase and loss of resilience.	M Warren	Finance	12	8
Mitigation activities		Target completion		Owner	
1. Review collaborative structure of the shared service. 2. Reviewing ICT Shared Service governance. 3. Review of the Shared Service undertaken by SOCITM to determine future governance. 4. Action plan in place to address findings included within the SOCITM Report. 5. Working through five year plan.		1. June 2020 Complete 2. June 2020 Complete 3. April 2020 Complete 4. 27 November 2020 5. 2025		1. M Warren 2. M Warren 3. M Warren 4. M Warren 5. M Warren	
Comments					
Work is ongoing to reduce this risk. Reviewed the existing shared service structure to check it has capacity to meet the requirements and findings implemented. Implemented new technologies to reduce the system maintenance overheads. ICT Shared Services Board to monitor and work to resolve issues.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R137	There is a risk that the changing profile of the wholtime service may result in a lack of sufficient internal interest in promotion opportunities and therefore resulting in the Service not having the required leadership and management skills in place in a timely fashion.	J Anderson	Service Delivery	12	2
Mitigation activities		Target completion		Owner	
1. Introduction of portfolio of roles. 2. Introduction of coaching and mentoring scheme.		1. March 2022 2. March 2022		1. S Smith 2. J Hart	
Comments					
Work is progressing to reduce this risk. Raising awareness via Managers Seminars and COAG, IRMP Team owned work stream to communicate and plan activities to address risk.					

Risk Number	Risk Description	Risk Owner	Impact Type	Pre-mit score	Post-mit score
STA – R008	There is a risk that Government funding is insufficient to meet the current service delivery needs, which may lead to a reduction of the service delivered, local performance improvements not sustained and/or delivered.	M Warren	Service Delivery	16	9
Mitigation activities		Target completion		Owner	

1. Working on new comprehensive spending review (CSR) in 2021. 2. Awaiting information/understanding of impacts due to increased public spending as a result of the pandemic. 3. Aware of settlement for Year 1 (as CSR moved back one year). 4. Working on everything that is possible prior to announcement of funding.	1. December 2021 2. December 2021 3. Complete 4. December 2021.	1. M Warren 2. M Warren 3. M Warren 4. M Warren
Comments		

GLOSSARY

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

Bibliography

Strategic Risk Register

Location: Fire Service HQ
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Huntingdon

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Distribution of all Risks across the Scoring Matrix

I M P A C T	Very High	5	R109 - National Operational Guidance R149 High rise	R011 - Negligence with regards to Health and Safety R144 - Control resourcing	R158 - Ageing Training Centre R178 – On-Call retention	R094 - Cyber attacks	R164 - ESMCP ESN resilience
	High	4	R177 - Data breaches R148 - HMICFRS actions and focus	R009 - Lack of awareness of legislation R146 - Mis-mobilisation R072 - Investment required in ICT and insufficient capacity to deliver R10 - Lack of controls around legislation R190 Coronavirus fatality	P075 Reliance on On-call staff R180 - Decrease in working age population R118 - Growth in county R137 – Whole time succession planning R091 – ICT Shared Service R188 - National picture from representative bodies R201 - People retention	R008 Insufficient funding for current service R085 Timescales of ESMCP R084 - Lack of information ESMCP R113 - Changing incidents impact to competence R141 - System support R117- Aging population R161 - Workforce diversity R172 - Brexit data sharing R202 - New fire safety legislation	R183 - Conflicting priorities R191 - Coronavirus - loss of critical staff
	Medium	3		R111- Changing profile of the whole time Service R007 - Insufficient funding for the new demands of Government R112 – On-Call daytime availability R140 - Operational competency levels R127 - Succession planning R132 - Major incident impacts normal service delivery R165 EU imports and exports R182 - Increase in teen population	R027 - National union discussion lead to disputes R142 - Support to Hinchingbrooke hospital	R001 - Reliance on key staff for core service R032 - Lack of resources make goals unachievable R195 Coronavirus recovery period R198 - Apprenticeships additional workloads	
	Low	2		R046 - Skill sets to deliver programme R155 - Evaluation of our activities		R181 - Urban isolation for the aging population	
	Very Low	1	R016 - Internal financial crime R017 - External financial crime				
			1 Very Low	2 Low	3 Medium	4 High	5 Very High
PROBABILITY							

Policy and Resources Committee work programme

Meetings 2021/22

Date	Time	Venue
2021		
Wednesday 15 December	1400 hours	SHQ
2022		
Wednesday 26 January	1400 hours	SHQ
Thursday 28 April	1400 hours	SHQ
Thursday 23 June	1400 hours	SHQ

WORK PROGRAMME 2021/22

Wednesday 15 December 2021			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 15 July 2021	Dawn Cave	28 October 2021 meeting cancelled
	Minutes of Overview and Scrutiny Committee Meeting 21 July and 7 October 2021	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u>		
	Appointment of Chair		
	Election of Vice-Chair		
	Draft Medium Term Financial Strategy 2022 to 2025	Deputy Chief Executive Officer	
	<u>Information and Monitoring</u>		
	Revenue and Capital Budget Monitoring Report 2021/22	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Pensions Immediate Detriment Update	Deputy Chief Executive Officer	Verbal item
	Work Programme 2021/22		
Wednesday 26 January 2022			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 15 December 2021	Dawn Cave	

	Minutes of Overview and Scrutiny Committee Meeting 12 January 2022	Dawn Cave	
	Action Log	Dawn Cave	
	<u>Decision</u> CSR and Draft Budget 2022/23	Deputy Chief Executive Officer	
	<u>Information and Monitoring</u> Annual Review of the Operation of the ICT Shared Service Agreement	Head of ICT and OHU	
	Revenue and Capital Budget Monitoring Report 2021/22	Deputy Chief Executive Officer	
	Fire Authority Programme Management – Monitoring Report	Head of Service Transformation	
	Work Programme 2021/22		
Thursday 28 April 2022			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 26 January 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 21 April 2022	Dawn Cave	If available
	Action Log	Dawn Cave	
	<u>Decision</u> TBC		
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management Register – Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		
Thursday 23 June 2022			
Time	Agenda Item	Member/Officer	
1400	Minutes of Policy and Resources Committee Meeting 28 April 2022	Dawn Cave	
	Minutes of Overview and Scrutiny Committee Meeting 21 April 2022	Dawn Cave	If not available at 28 April 2022 meeting
	Action Log	Dawn Cave	
	<u>Decision</u> Appointment of Chair		
	Election of Vice-Chair		
	Annual Treasury Management Review	Deputy Chief Executive Officer	
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring Report 2022/23	Deputy Chief Executive Officer	
	Fire Authority Programme Management - Monitoring Report	Head of Service Transformation	
	Work Programme 2022/23		