



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

Working together to improve community safety

Annual Report and
Statement of Assurance for
Cambridgeshire and
Peterborough
Fire Authority
2019-2020

Welcome to the Statement of Assurance and Annual Report for Cambridgeshire and Peterborough Fire Authority.

The report covers the financial year 2019/20 and summarises our performance over the 12 months, including how we spent your money in delivering priority services. It features highlights of the year, case studies and information about how we are working in collaboration with partners to improve our service to you.

It incorporates the Fire Authority's Statement of Assurance. Under the Fire and Rescue National Framework for England, fire and rescue authorities must provide annual assurance on financial, governance and operational matters.

Contents [TO BE CHECKED AT DESIGN STAGE]

1. The year at a glance	3
2. Foreword	7
3. Statement of assurance	9
4. Governance arrangements	10
Cambridgeshire and Peterborough Fire Authority	10
Our Structure	12
Our legal responsibilities	13
5. The communities we serve	16
Our community	16
Our built environment	16
Our heritage	17
Our natural environment	17
6. How we serve our community	18
Our Service	18
Our values	19
7. Achievements towards our strategic aims	19
Our vision and strategic aims	19
Our plan - Integrated Risk Management Plan (IRMP)	19
Operational Excellence	22
Community safety excellence	25
People	31
Value for money	35
8. Equality and inclusion	37
9. Partnerships and collaborations	39
10. Financial performance and governance	41
Where our money comes from and how much we spend	41
Efficiency plan	45
What we own	45
Financial governance and audit	45
11. How we compare nationally in value for money	46
12. Our HMICFRS Inspection results	47
13. Planning and future priorities	48
14. Letters of appreciation	49
15. Tell us what you think	51

1. The year at a glance

Here are some highlights from the year 2019/20.

April

The Service began using a new location app to help control operators and fire crews respond as quickly as possible to emergencies. The What3words mobile app provides a unique three-word address to locate a three by three metre area, anywhere in the world. The app has been promoted across the Service's social media channels and has been used successfully by Combined Fire Control staff to help locate incidents.

A little fox cub became a local celebrity after it was pulled to safety by Ely and March crews while they were dealing with a fire in the open in Wilburton. After plucking the fox out from the area of the fire, our firefighters named him Blaze and cared for him until he was picked up by a local fox rescue team. The story made the local news and the Services social media accounts were flooded with comments wishing him well.

May

Wisbech Fire Station hosted one of the many Firebreak courses to take place throughout the year. The week-long course for young people aims to build confidence and teamwork for those that find the school environment challenging. The Service's community development instructors take the group through fire service exercises and drills, which culminates in a pass out parade in front of parents and the school. Courses took place throughout the year at on-call stations including Cottenham and Whittlesey.

Crews from Cambridge, Burwell, Sawston and St Neots attended a well-developed house fire on the busy Mill Road in Cambridge city centre. With quick actions they were able to stop the fire spreading to other homes either side. Two members of the public showed extreme bravery to rescue the occupant of the house before the crews arrived. They were invited to the annual awards ceremony in January to be commended for their bravery.

June

The Asian Fire Service Association awarded the Service second place for Excellence in Board Leadership in equality, diversity and inclusion. Assistant Chief Fire Officer Jon Anderson collected the award that celebrated the Service's strategic and operational awareness and understanding of how to challenge, promote and advance equality, diversity and inclusion at senior levels. It also commended how the Service demonstrates visionary leadership and a strong commitment to making things happen.

A new primary authority scheme partner signed an agreement for the Service to provide fire safety advice. Retailer B&M is one of a number of firms that work with fire protection advisors to ensure their premises across the country meet the required safety standards.

Crews were out celebrating the diversity of the county at community events in north and south Cambridgeshire. Dogsthorpe Red Watch joined local residents at Eid in the Park in Peterborough, while Cambridge Black Watch led a river parade at the

city's first Pride event. Both events also saw crews providing fire safety advice and promoting careers in the Service.

July

Farmers from across the county were given fire prevention advice as the Service teamed up with the National Farmers Union to arrange a safety event. Crews and officers provided the delegates with an insight to the equipment on a fire engine that can link with that on a farm during an incident, as well as advice on preventing a fire and reducing the risk of arson.

Employers from businesses across the county were recognised for allowing their staff to crew fire engines while at work. Each business was presented with a commemorative plaque by the Service to display on their premises as a thank you for their support.

A generous donation from a local Volvo dealership enhanced the training equipment available to operational staff. Following safety visits by Stanground Green Watch to Volvo Peterborough to familiarise themselves with the safety features of their vehicles, the firm agreed to help the city's crews by providing a unit to train with at stations. The lorry cab is used by crews in road traffic collision drills to practice stabilisation and casualty rescue.

August

A large fire involving more than 50 trailer units at Hotpoint in Peterborough presented a significant challenge for crews. Firefighters from across the county, as well as neighbouring services, were needed to tackle the blaze that was started deliberately. More than 55 firefighters attended the scene and the black smoke plume was seen for miles.

The Service entered into an agreement with the Rapid Relief Team to support crews attending prolonged incidents by providing food and refreshments. The team is a non-profit charitable organisation, with volunteers from the Plymouth Brethren Christian Church. They make themselves available to support emergency services with a specific focus on providing refreshments such as food and drink or other practical support where incidents go on for a number of hours or even days.

Following significant work from teams across the organisation, the Service became the first in the country to achieve the Occupational Health and Safety Management System standard with a 100 per cent pass rate. The ISO 45,001 is the world's first international standard for Occupational Health and Safety.

September

Members of the Shanghai Municipal Defence Office visited Huntingdon Fire Station and our training centre to gather knowledge and understanding of how the UK fire service operates. The delegation was keen to visit a high performing service and was impressed with the Service's HMICFRS inspection report.

The National Fire Chiefs Council launched its annual Business Safety Week to help encourage companies to check their general fire safety precautions. The Service's fire protection team was on hand to provide businesses with advice on sprinklers, fire risk assessments and arson reduction, as well as highlighting the potential

consequences a fire can have on operations. The media and communication team produced a video showing an inspection visit featuring the various different elements covered.

October

The use of emollients was a key focus for a joint campaign after being noted as a contributing factor in a death following a house fire. The Service was joined by the Cambridgeshire and Peterborough Clinical Commissioning Group, Cambridgeshire and Peterborough Pharmacies, Cambridgeshire County Council, Peterborough City Council and Anglia Ruskin University to raise awareness of the fire risk of emollients. Residents receiving Stay Well packs were targeted with information and leaflets were also made available in pharmacies, GP practices and hospitals. A social media campaign was also launched to highlight the risks to wide audience.

On-call Crew Commander Wayne Marshall scooped a regional fundraising award from ITV's Pride of Britain. Wayne was recognised for the thousands of pounds he has raised for air ambulance charity Magpas through fitness events.

November

A group of new wholetime recruits were welcomed at stations around the county after completing their initial two month training course at The Fire Service College. The cohort was the first to complete the Firefighter Foundation Development Programme in Cambridgeshire, which involved an apprenticeship approach to the training.

December

After visiting every fire service in the country, Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) confirmed that we were one of the top four performing services in the UK. Our Service was one of only four to be rated 'Good' in each of the three assessment areas of efficiency, effectiveness and looking after people, as well as all of the 11 sub- areas.

Teaming up with local resilience partners, the media and communication team produced a Christmas video highlighting the different people who would be working on Christmas Day, as a reminder that while residents celebrate the festive period, public sector staff are still working to keep people safe. The song Have Yourself a Merry Little Christmas played over the clips, sung by one of our control operators. The video was very well received on social media after being shared by all the partners featured.

January

The annual Excellence Awards celebrated staff achievement and long service. Held at the Marriott Hotel in Huntingdon in front of around 140 members of staff and families, those reaching the 20 year service milestone were presented with their Long Service and Good Conduct Medal by the Lord Lieutenant for Cambridgeshire. Chief Fire Officer Chris Strickland led the ceremony that also recognised the outstanding work from staff over the past year, as well as commending bravery and support for the Service from members of the public and local organisations.

February

Around 200 delegates from the building and design industries in the region and

beyond attended a one-day business seminar on providing a fire resilient environment for all. Hosted by the Service in collaboration with the British Automatic Fire Sprinkler Association, the event focused on raising awareness of the life-saving benefits sprinkler and suppression systems can provide to businesses and the wider community.

Storm Dennis hit the county leading to property damage and challenging driving conditions. Crews were needed to help at various incidents as strong gusts of wind battered buildings and impacted the road network. The Local Resilience Forum worked together to help ensure residents knew how to prepare and who to contact about the various hazards brought by the storm.

March

The Coronavirus pandemic led to lockdown across the country and the Service faced unprecedented challenges, including professional support staff and officers working from home, restricted access to stations, the stopping of non-essential activities and getting additional personal protective equipment (PPE) for operational staff who still needed to go into work. Business continuity measures were put into place to maintain a service to the public.

2. Foreword

Welcome to our annual report and statement of assurance for 2019/20.

We hope you enjoy reading about our performance and achievements from the last financial year. We always enjoy putting the annual report together as it reminds us of what we have accomplished over the last 12 months and it enables us to showcase the work of our talented and committed staff, whose professionalism and passion for what they do, no matter what role they play in the organisation, makes us the Service we are, which is one we are extremely proud of.

The report also showcases the wide variety of things our staff deliver, day in day out, to serve the residents of Cambridgeshire. It often takes many people by surprise that our role as an emergency service includes so much more than putting out fires and that vast amounts of good work goes on behind the scenes to continuously improve our service to you.

Our work over 2019/20 brought to an end our 2017-2020 Integrated Risk Management Plan (IRMP) and we spent a large proportion of the last year completing data analysis and engaging with staff to refresh our risks and consider any opportunities to improve our Service so we could start to form the next IRMP (corporate plan) for 2020-2024. Following consultation with the public, staff and colleagues from other agencies, the draft plan was agreed by the Fire Authority in March and came into effect on April 1.

Drafting a new plan gives us an opportunity to take a comprehensive look at historical data and our expanding communities and understand trends and predicted growth. For the first time in an IRMP we have noted the possible effect of climate change, having seen notable peaks in summer demand over the last few years. We've already taken learning from the long, hot summer of 2018 and implemented changes to help us be even more prepared for similar summers. This has included trialling new availability contracts for on-call staff so they have greater flexibility in how far they can venture from their local station, but gives us confidence we can have relief crews available later on during a large incident. We've also carried out prevention work, engaging with farmers through targeted events to advise them how to prevent fires to their crops and machinery. Hopefully we're now more prepared than ever for what the summer may bring.

Another of our key areas of focus throughout the last 12 months has been building a culture that has our people at the heart of it. Looking after their safety and wellbeing, making them feel valued, supported and listened to, creating an environment where they can be themselves at work and encouraging them to be the best they can be through development and opportunities.

We're still not where we want to be, but our staff survey results in October (see page 34) gave us confidence that we are certainly on the right track and are making inroads. We firmly believe that treating our staff as they deserve to be treated will help us deliver the best service we can to our communities.

With the government's focus last year on how we exit the EU, we do not have a clear picture of our budget for the next few years. We only received a settlement for 2020/2021 and are hoping for further clarity later this year. There is always the potential for further cuts and so we continually review what we do to ensure we are

as efficient as we can be and are taking advantage of collaborations to either save money or improve resilience or levels of service. There are many examples throughout this annual report of where we are doing that. Any further cuts to our government funding will hit us hard. After 10 years of needing to make savings it becomes all the more difficult to protect the frontline, as much as we strive to do so. But we will continue to be creative and work with our staff to find solutions if that threat becomes a reality.

As we approached the final month of the financial year, we were looking forward to welcoming Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) back into the Service for our second official assessment. But instead of facing the inspection team, we faced the unprecedented situation of joining the country move into lockdown and understanding what that meant for our fire service. It has been a continuous challenge to keep up to date with ever evolving guidance to ensure we were compliant and most importantly that we were doing as much as we can to protect the health, safety and wellbeing of all of our staff. Despite the challenges posed by the virus we have been able to not only maintain our emergency response but we have also helped others such as the ambulance service and community hub.

As we write our annual report, we are still operating under those restrictions. All staff except fire crews, control operators and a handful of professional support staff such as mechanics and hydrant engineers, are working from home, balancing work with caring for vulnerable family members, home schooling and looking after children full time among other challenges they are facing. But our staff have been fantastic. They have yet again risen to the challenge, adapting to new ways of working, working flexibly to juggle other demands on their time, getting to grips with new PPE and being creative in finding different ways to achieve things. And they have delivered. There is excellent work being done and we are incredibly proud of everyone and immensely grateful for the way they are helping us ride out the Covid storm.

It will be interesting to report back in next year's annual report and understand how the pandemic has impacted our full plan for 2020/2021. That will very much depend on when restrictions lift fully and social distancing is no longer part of daily life.

We continue to provide updates on everything we do as a Service on our social media channels, and welcome any feedback you can provide us. We are always interested in hearing the views of the people we serve. You can stay connected on Facebook, Twitter, Instagram and YouTube, as well as visiting our website www.cambsfire.gov.uk.

Thank you to everyone that has supported us over the last year, whether that was attending an event or open day, passing on details of a vulnerable resident for us to visit, sharing our safety messages, sending us feedback, visiting our stations or working with us in whatever capacity, we are extremely grateful and we really value that support.

Kevin Reynolds
Chairman of
Cambridgeshire and Peterborough
Fire Authority

Chris Strickland
Chief Fire Officer

Box: Stay safe, stay connected. Follow us on F T YT

3. Statement of assurance

Context

The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to publish a statement of assurance. It says the statement should:

“...outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National framework, the Integrated Risk Management Plan and to any strategic plan...prepared by the Authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters.”

One of the principal aims of the statement of assurance is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

Purpose

The purpose of this statement of assurance is for Cambridgeshire and Peterborough Fire Authority to formally confirm the adequacy of arrangements for the effective management of financial, governance and operational matters in Cambridgeshire Fire and Rescue Service. The statement has been prepared and published in accordance with the guidance published by the Home Office.

Statement of Assurance

Cambridgeshire and Peterborough Fire Authority is satisfied that its business during the financial year 2019/20 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively. The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met.

Evidence to support this judgement can be found within this report, specifically:
Integrated Risk Management Plan – page 19 and 48
Financial and governance matters - pages 41-45

Signed:

INSERT SIGNATURE AND PIC

Councillor Kevin Reynolds
Chairman of Cambridgeshire and Peterborough Fire Authority

4. Governance arrangements

Cambridgeshire and Peterborough Fire Authority

The Fire Authority is the governing body responsible for delivering a fire and rescue service to Cambridgeshire and Peterborough.

The main responsibilities of the Authority are set out in the Fire and Rescue Services Act 2004. The Authority makes decisions about how the local fire and rescue service operates and how it reviews performance and policies. It also sets the budget each year and agrees the strategic direction set out in the Integrated Risk Management Plan (IRMP) and the corporate priorities within the IRMP action plan.

In some counties, delivery of the fire and rescue service is the responsibility of the county council, however in counties such as Cambridgeshire, where unitary authorities exist, a separate Authority is set up to run the Service and this is made up of councillors from both the county and unitary council.

As well as the Fire Authority there are a number of committees made up of smaller groups of Authority members, which look at certain aspects of the Service.

The political make-up of the Fire Authority reflects the number of members from the political parties on each of the appointing county and unitary authorities.

Transfer of Governance to the Police and Crime Commissioner

In March 2018, following a business case submitted by the former Police and Crime Commissioner (PCC) for Cambridgeshire, the Home Office announced that the governance of the fire service would transfer to the PCC in June 2018. The date was delayed as the Fire Authority sought a judicial review against the decision. Legal proceedings are still ongoing. The Fire Authority has continued business as usual throughout this time.

[Put near photos]

The Fire Authority records its appreciation for the contribution of councillors Lucy Nethsingha and Terence Rogers who served on the Fire Authority during 2019/20.

More information about the Fire Authority, including details of Authority and committee meetings, together with the dates, agendas and minutes for these meetings, can be found on our website, www.cambsfire.gov.uk

Current members of Cambridgeshire and Peterborough Fire Authority

--	--	--	--

Kevin Reynolds Chairman	David Over Vice Chairman		
Barbara Ashwood	Andrew Bond	Simon Bywater	Ian Gardener
Derek Giles	Janet Goodwin	John Gowing	Lynda Harford
Bill Hunt	Mohammed Jamil	Sebastian Kindersley	Mac McGuire
Jocelynn Scutt	Mike Shellens	Mandy Smith	

Our structure

(Design same as last year's report, just take out * bit at the bottom about Rick Hylton. Will be finalised when ACFO post is confirmed.)

Our structure

Our chief officer team



Chris Strickland
Chief Fire Officer

Chief Executive of Cambridgeshire Fire and Rescue Service

Responsible for ensuring the Service fully discharges its statutory duties in regard to the needs of individuals and communities in Cambridgeshire and Peterborough.

Specific line management for:

- Transparency, Engagement and Communication
- Democratic and Legal Services



Jon Anderson
Assistant Chief Fire Officer

Responsible for:

- Resilience
- Service delivery and the command and control of our 28 operational fire stations
- Community Safety (Fire Prevention and Protection)
- Equality and Inclusion
- Resource Management and Occupational Health
- Operational Support
- Health and Safety
- Fleet



Matthew Warren
Deputy Chief Executive

- Finance and Payroll
- ICT
- Programme Management and Planning
- Business Intelligence
- Property and Estates
- Procurement and Business Support
- Service Transformation and Efficiency Programme (STEP)
- Human Resources, Learning and Development and Recruitment

*These Assistant Chief Fire Officer Rick Hylton is currently on secondment to Essex County Fire and Rescue Service.

Our legal responsibilities

Our responsibilities as an emergency service are set out in the Fire and Rescue Services Act 2004 and also the Civil Contingencies Act 2004. As a public service provider we also have responsibilities under the Equality Act 2010.

Fire and Rescue Services Act 2004

The Act replaced the Fire Services Act 1948 with a new legislative framework to ensure fire and rescue services were better able to meet the particular challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding and terrorist attacks
- Do other things to respond to the particular needs of their communities and the risks they face.

Civil Contingencies Act 2004

Under Part One of the Act, emergency services and local authorities (defined as Category One responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management.

We are involved in ongoing partnerships to plan multi-agency responses to major incidents. This work involves carrying out risk assessments for all eventualities and producing emergency plans that are tested and continually updated.

More information about our emergency planning can be found on our website.

We have a Business Continuity and Information Security Forum (BCIS) to provide direction and to oversee all aspects of business continuity management within the organisation to ensure that the Service continues to deliver its core services to communities and partners at all times and is resilient in adverse conditions.

Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control within a premises must take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire. The Order applies to virtually all buildings, places and structures other than individual private dwellings, for example a family home or individual flats in a block.

Fire and Rescue Services (Emergencies) (England) Order 2007

The Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities. The duty requires authorities, where provision of resources has been made by central government, to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

Localism Act 2011

The aim of the Act was to devolve more decision making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing. The key measures of the Act were grouped under four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective
- Reform to ensure decisions about housing are taken locally.

The Department of Communities and Local Government published a plain English guide to the Localism Act:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/1896534.pdf

Fire and Rescue National Framework for England

The Fire and Rescue Service National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. It was updated in May 2018.

The priorities within the framework are for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Full details of the Fire and Rescue National Framework can be found on the Department for Communities and Local Government website:

<https://www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england>

Equality Act 2010

Under the Public Sector Equality Duty, the Service must have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people of different protected characteristic groups.

Our progression in this area during 2018/19 will be published in our equalities compliance report due out in December 2019.

More information on how we meet this duty can be found in our 2018-20 strategy and past compliance reports on the website.

Policing and Crime Act 2017

This act has placed a statutory duty on all three emergency services to consider collaboration when entering into new agreements, in the interest of efficiency and effectiveness.

Within CFRS, these opportunities are monitored and assessed by the Blue Light Strategic Interoperability Board.

<http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

DRAFT

5. The communities we serve

Our community

The population estimate of Cambridgeshire and Peterborough is approximately 852,520 which is a 5.9 per cent increase from the Census 2011 population of 805,000. This growth varies considerably across the district council areas.

The social demography of Cambridgeshire varies considerably too, with the cities of Peterborough and Cambridge being particularly multi-cultural and multi-racial with more than 16 per cent of the population from a non-white ethnic group (Census 2011 data).

In comparison, the other four districts have a non-white population of between 2.9 per cent and 6.8 per cent. The number of migrant workers in both Cambridgeshire and Peterborough has grown very quickly since 2004, with the Polish community now being one of the largest European groups in the county.

The population of Cambridgeshire is ageing with the number of people aged 65 and over accounting for 15 per cent of the population (120,750 people), with 2 per cent being 85 and over (16,100 people). Those most at risk from a fatal fire in the home are vulnerable people aged 65 and over.

Further information on our communities can be found in our Equality and Inclusion Strategy 2018 - 2020 on our website.

Our built environment

Cambridgeshire has a diverse and resilient economy. Situated in the heart of the East of England, Cambridge is less than one hour from London, just 20 minutes from London Stansted airport, which has excellent links to most major European cities and Cambridge also hosts its own private airport.

Cambridgeshire has good access to the national motorway network with the A1, A14 and M11 roads which provide superb connections to the Midlands, the North, London and the east coast ports of Felixstowe, Lowestoft, Ipswich, Great Yarmouth and Harwich.

In order to accommodate the expected increase in population, a number of new sustainable developments are under construction with the aim of creating 75,000 new homes by 2021, including the country's first eco-town Northstowe, being built just 5 kilometres from the city of Cambridge.

Peterborough grew and developed rapidly in the seventies and eighties, following its designation as a 'new town' in 1968. Three new residential townships were developed with a full range of social and economic facilities and the fourth, Hampton, will continue this growth with over 5,000 homes and supporting infrastructure

Our heritage

Cambridgeshire is a county of contrasts in the East of England. The county's towns and cities are steeped in history and have evolved over centuries. Cambridge is a university city of old streets, ancient colleges and bridges spanning the River Cam. Ely has a magnificent Norman cathedral and Huntingdon was the birthplace of Oliver Cromwell. Wisbech in the Fens has fine examples of Georgian street architecture whilst the Fens themselves are renowned for their impressive agricultural landscapes. The city of Peterborough is a mixture of the ancient and modern. The renowned 11th century cathedral dominates the city centre landscape, with new townships sited around the existing urban centre.

Our natural environment

Cambridgeshire has a diverse natural environment, from gently undulating hills in the south of the county to the man-made landscape of the Fens in the northeast.

Covering an area of some 3,200 square kilometres, extending almost to the Wash in the north, Cambridgeshire is the most westerly county of East Anglia. It is a largely low lying area and the landscape is notably flat, with clay islands to the west and south east over soft chalk. Reclaimed fenland with rich peat beds, criss-crossed with man-made dykes, makes up the northern part of the county.

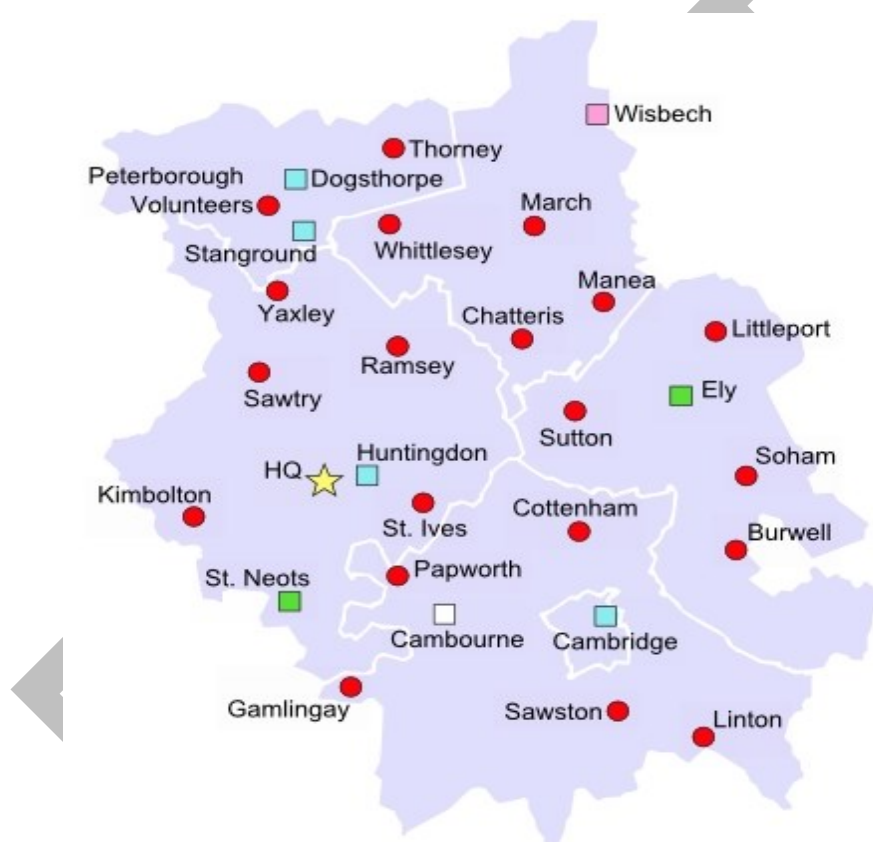
There are three principal rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.

6. How we serve our community

Our Service

The Service is run by a management team headed by the Chief Fire Officer (see page 12 for structure) and is currently governed by a Fire Authority, made up of 17 councillors from Cambridgeshire and Peterborough. Members of the Fire Authority can be found on page 10. Further details of the Fire Authority including committee structure and meeting dates can be found on our website.

We currently operate from 28 fire stations across Cambridgeshire and Peterborough, 27 of which are operational. Management, professional support departments and the UK's first Combined Fire Control are all based at our Service Headquarters in Huntingdon.



ADD KEY

We employ 244 wholtime firefighters, including principal officers (establishment is 242) and 256 on-call firefighters. A total of 42 staff (establishment is 36) operate our Combined Fire Control, mobilising appliances across Cambridgeshire, Peterborough and Suffolk. 142 staff (130.85 full time equivalent) work in support roles across the Service in essential operational and business support functions, including Learning and Development, Health and Safety, Recruitment, Property, Fleet and Equipment, Finance and Human Resources.

We have a fleet of 35 fire engines, two rescue vehicles, two Multistar aerial appliances and a number of other specialist vehicles. More information about our vehicles and the equipment we use can be found on our website.

Our values

Cambridgeshire Fire and Rescue Service works to a set of key values that everyone is expected to incorporate into every aspect of their work.

These key values are:

- ♦ **Dignity** - our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.
- ♦ **Respect** – we respect the differences in groups of personnel and the public, and take into account the right for people to be different, valuing diversity rather than demeaning it.
- ♦ **Welcome** – we welcome people into the workplace and create a working environment that is open and inclusive, which offers help and support.

DRAFT

7. Achievements towards our strategic aims

Our vision and strategic aims

Our ultimate vision for the future is to create a safe community where there are no preventable deaths or injuries from fire or other emergencies.

Put simply, this means we want to **reduce risk and save lives**.

We will work towards our vision by putting **the community and our staff at the heart of everything we do**, striving for **excellence** both **operationally** and in how we approach **community safety**, and seeking to provide **value for money** in all areas.

These are therefore our strategic aims.



Integrated risk management plan (IRMP)

Our IRMP is our corporate plan and it focuses on how we plan to achieve our strategic aims. It is a public facing document covering a set period. This annual report looks at our achievements against the final year of the 2017–2020 IRMP. A new IRMP for 2020-2024 was launched in April 2020 ([link below](#)).

Our IRMP identifies the key risks that may get in the way of us achieving our strategic aims, and it looks at the opportunities that may help us get there quicker. It then explains what action we will take to mitigate the risks and what we need to do to explore the opportunities that will help to further improve our Service.

From this, our corporate priorities emerge, which we list under the strategic aim they most relate to (many also impact on one or more other areas). We deliver these through a detailed action plan which sits alongside the IRMP and updates are discussed every three months by chief officers and senior managers. Progress against the plan is presented to the Fire Authority on a regular basis.

Risk modelling is used to assess the likelihood of fire and rescue related incidents using performance data from the last five years. The information enables us to compare performance year on year and assess the impact of change and events such as weather, legislation changes and situations such as Covid-19. The more we can understand about these impacts on our demand, the more we can improve our Service.

Both documents, the 2017-2020 IRMP this annual report reviews, and the current one for 2020-2024, can be found on our website <https://www.cambsfire.gov.uk/transparency/documents/>

Achievements against our IRMP 2017-20

The next few pages outline what we delivered in 2019/20 against the priorities in the IRMP, set out under each of the four strategic aims:

- Operational excellence
- Community safety excellence
- People
- Value for money

Each section starts by explaining what we are aiming to achieve for that strategic aim heading and then explains what we have done during the past year, how we have performed in key areas and includes a case study to evidence this.

Operational excellence

Working with our managers and staff to ensure the highest standards of operational response we:

- Have competent, confident and skilled staff
- Have the right skills, equipment and resources in the right places
- Have a learning culture looking to continually improve the way we deliver our services.

To achieve this in 2019/20, we have:

- Utilised our two new roaming pump crews to deliver 1,478 hours of community safety and respond to 494 incidents in rural areas where the local on-call fire engine hasn't been available in daytime hours.
- Developed and delivered a multi-agency exercise programme to share learning with partners in other emergency services and our colleagues in bordering fire and rescue services where appropriate.
- Introduced assistant instructors to our training centre to add resilience and additional capacity to our training programme. Assistant instructors are firefighters who perform the role as an additional responsibility.
- Started a project to look at new ways of delivering training to ensure equal access to both wholetime and on-call firefighters.
- Introduced the first Firefighter Phase 1 Apprenticeship scheme which all new recruits will now complete their initial training under.
- Enhanced our compartment fire behaviour and tactical ventilation training capacity through collaboration with Northamptonshire Fire and Rescue Service.
- Achieved BS45001 accreditation in Health and Safety.
- Purchased new boats to enhance our water rescue capability and began training our crews on them.
- Continued to deliver and lead the implementation of National Operational Guidance within the Service and the wider region.
- Begun a trial change to the St Neots and Ely duty systems to deliver improved services to our rural communities during the day. This sees the crews working in other areas where an on-call fire engine is not available, providing the second fire engine at Ely and St Neots is able to cover.
- Provided enhanced equipment and skills to our staff at Huntingdon by introducing a rope rescue capability. This enables us to send highly trained staff to rescues from height.
- Improved training facilities for staff by investing in two new training buildings at Wisbech and St Neots. These provide operational crews with access to enhanced facilities for realistic training.
- Increased the ways in which on-call staff can make themselves available to us and increase their availability. We have introduced new day time hours contracts which allow people to offer less hours but all during the day when our demand is highest. We are also trialling phased response which allows on-call staff to be available within the hour (instead of the usual five minutes) to support increased resilience during busy times.
- Made real progress in our recruitment and retention of on-call staff. In 2019, we saw a three year high in the number of on-call firefighters joining us and more importantly we saw the number of on-call staff who left the Service drop significantly.

How we performed against our IRMP measures:

We set a measure for the first fire engine to respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas.

We also said the first fire engine would respond to all incidents in our authority area within 18 minutes on 95 per cent of the time.

Our average attendance in urban areas was under nine minutes and in rural areas it was eighteen seconds over the 12 minute target and an increase of 10 seconds from the previous year. We achieved the first fire engine attending all incidents within 18 minutes on 94.8 per cent of the time, just 0.2% short of our target, consistent with last year.



We also committed to continuing to diversify our community response by increasing the number of co-responding stations and associated calls for help.

The national trial for co-responding that we were part of ended in 2017 and it has not continued since. Although our official part in the trial was stopped, firefighters at two of our on-call stations voluntarily continue with co-responding to support their local communities and the ambulance service. We therefore only attended 31 incidents of this type last year compared to 46 the previous year. We are hoping to expand on the number of stations volunteering to take part in corresponding over the next 12 months.

Case Study

New firefighting kit helps protect residents and reduces smoke damage

INTRODUCING new technology and providing crews with the latest equipment are top priorities to ensure firefighters across the county are prepared to respond to emergencies safely.

This year fire engines have been kitted with new smoke blocking curtains, which help contain smoke from a fire and reduce its impact on the rest of a property, while also helping to keep neighbouring properties safe. The Service is one of the first in the UK to introduce the curtains, which are stowed on fire engines at every station in the county.

As with any new piece of equipment, training to ensure it is used properly is a key part of the process. Training was completed over a 12 week period consisting of a combination of e-learning and hands on delivery with staff before the curtains were made available.

Area Commander for Operational Support Chris Parker said: "It's always exciting to introduce new kit to help crews deal with fires more effectively. The smoke curtains will mainly be used within multi-occupancy accommodation, such as care homes or flats. They help contain the smoke to the room where the fire started and allow firefighters to fight a fire from within the building, while also protecting the means of escape for residents. This was the case during an incident in Peterborough where the smoke curtains were used successfully to allow neighbouring residents to escape."

Being one of the first fire services to adopt the smoke curtains, we have shared our learning by hosting an online seminar, with more than 50 colleagues from 15 other fire services signing in to hear about the benefits of the new curtains and how we rolled them out.

Community safety excellence

Working in partnership with agencies such as local authorities, district councils, police and health authorities, we:

- Understand the risk in our communities
- Are inclusive in our approach and tailor our services to meet the needs of our diverse communities
- Work with partner agencies in a targeted, proactive and effective manner and are perceived as a key contributor to community safety
- Have a high level of customer satisfaction in our activities.

To achieve this in 2019/20 we have:

- Continued to increase the number of Safe and Well visits delivered to those most at risk from fire across the county. We have trained our community champion volunteers to carry out Safe and Well visits to support delivery.
- Undertaken an evaluation of our Safe and Well programme, including speaking with residents who have benefited from a visit. As a result we have made changes to the literature we leave with people and we have made changes to our ongoing training for staff.
- Installed 19 automatic fire suppression systems to support the most vulnerable to live safely in their homes. During 2019, two of them fully activated during fires in the home, minimising injury and demonstrating the value of this equipment.
- Continued to be represented on all community safety partnerships across the county.
- Remained committed to the Cambridgeshire and Peterborough Road Safety Partnership by seconding a member of staff to the initiative to help deliver innovative road safety initiatives across the county.
- Increased our educational delivery to children and young people across Cambridgeshire - examples include our Firebreak programme and online promotion to support our water safety campaign.
- Worked with the farming community to understand the causes of agricultural fires. We then spent time sharing our findings at events with the National Farmers Union (NFU).
- Led partnership initiatives to successfully reduce the number of deliberate fires in specific areas of Peterborough.
- Delivered 52 fire safety business seminars, informing attendees about fire safety legislation and their responsibilities.
- Increased the number of fire safety visits undertaken by operational crews across the county, totalling 821 for 2019/20.
- Met all requirements of our risk-based audit programme, ensuring legislation compliance in high risk buildings across the county. Our fire protection officers completed a total of 1,267 audits of commercial and high risk residential premises throughout the year.
- Given our professional feedback on over 1,100 consultations for proposed plans for building works within Cambridgeshire and Peterborough as part of our duty under the Fire Safety Order (2005).
- Trained more of our frontline staff to achieve a Fire Safety Level 3 foundation or full certificate. We now have a third of our watch based staff with a recognised qualification in fire protection.

- Continued to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers. This included the launch of our #thinksprinkler initiative and a showcase event in conjunction with the British Automatic Fire Sprinkler Association (BAFSA) at the beginning of the 2020.

How we performed against our IRMP measures:

We said we will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities using 'per head of population' as the comparable figure.

There were:

- 917 primary fires (most serious) compared to 961 the year before – a 5 per cent reduction.
- 1,032 secondary fires (outdoor fires, bin fires etc) compared to 1,243 the year before – a 17 per cent reduction.
- 3 fire deaths - the same as the previous year.
- 44 injuries from fires compared to 77 the year before – a decrease of 42 per cent (2018/19 was an unusually high number of injuries from fire compared to other years).

The numbers per head of population are shown in the table below for the last five years:

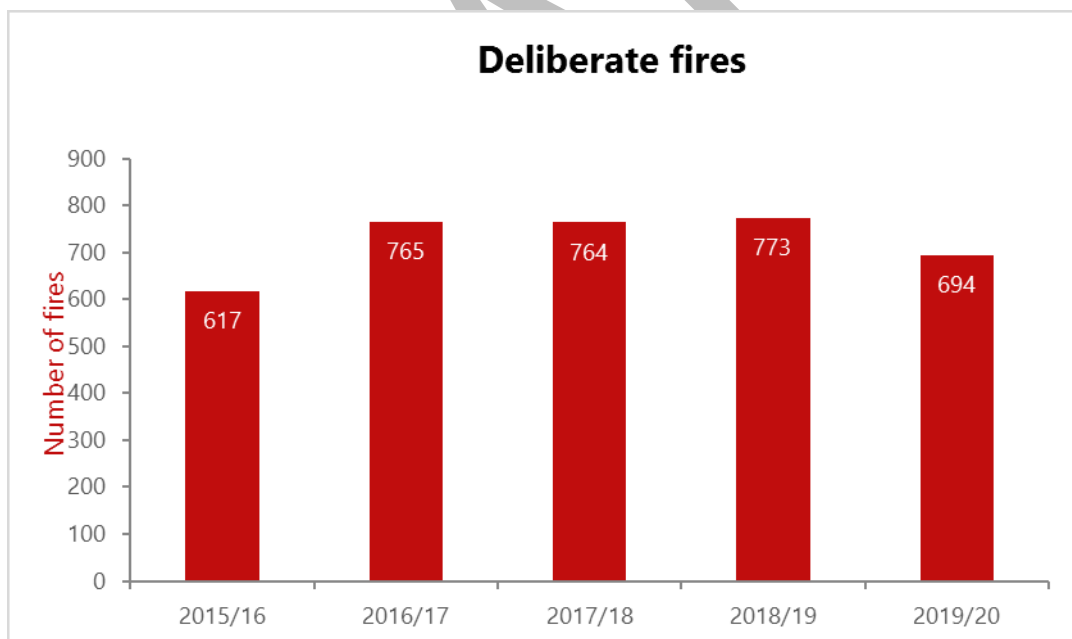
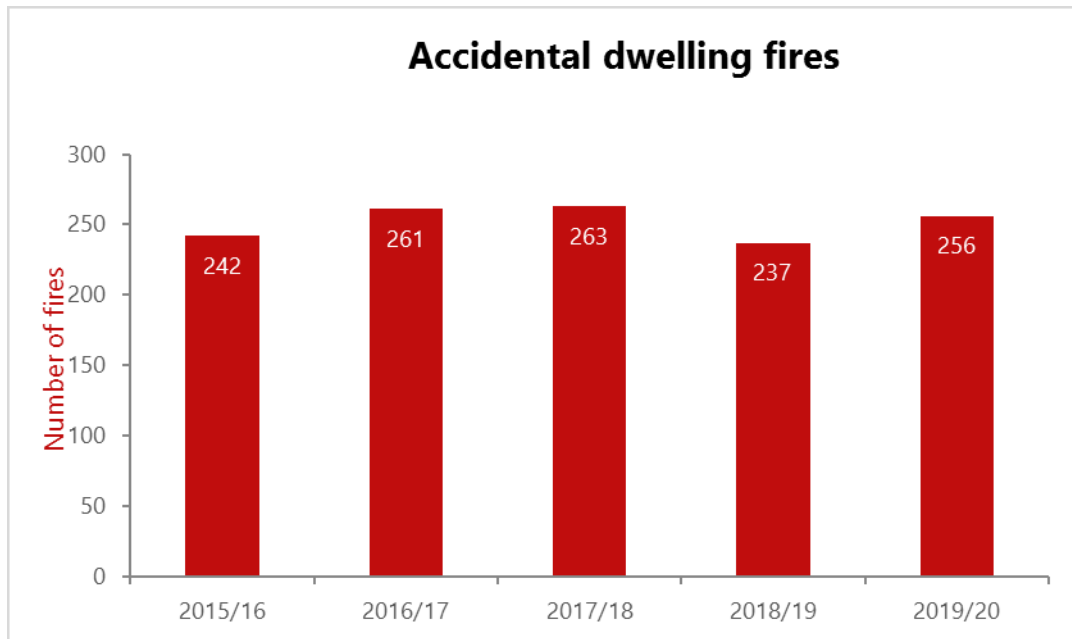
Category	Number per 100,000 population				
	2015/16	2016/17	2017/18	2018/19	2019/20
Fire deaths	1.1	0.2	0.2	0.4	0.4
Fire injuries	7.5	6.7	4.8	8.9	5.2
Total fires	240	237	243	265	233
Primary fires	111	118	115	113	108
Secondary fires	120	112	121	146	121

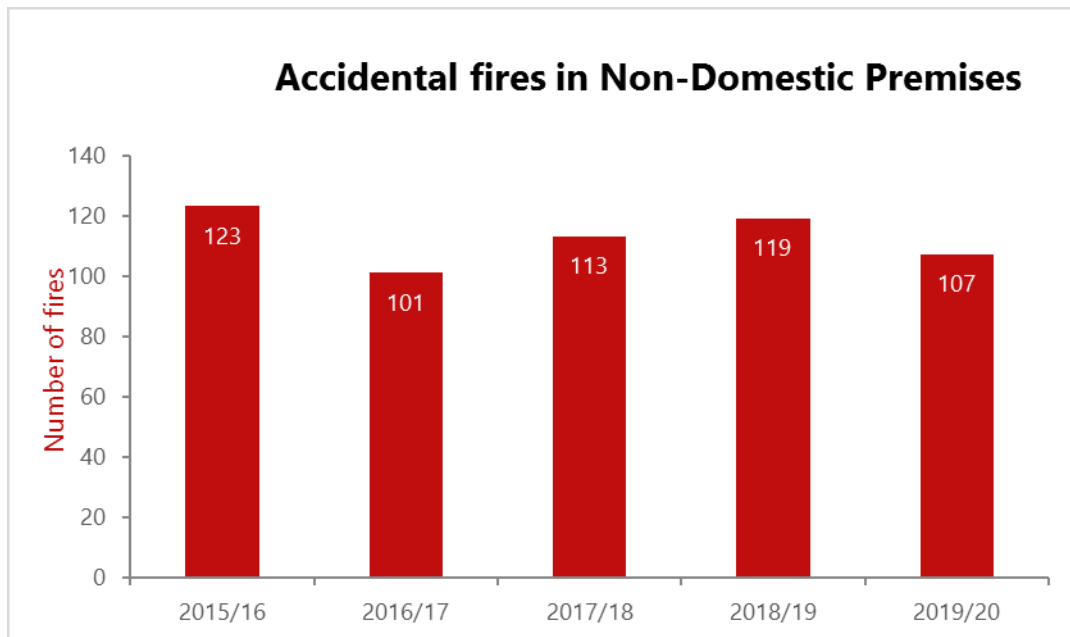
We also committed to continuing to work with our partners to reduce the number of people killed and seriously injured on our roads.

There was a 4 per cent decrease in the number of people killed or seriously injured in road traffic collisions in 2019 compared to 2018.

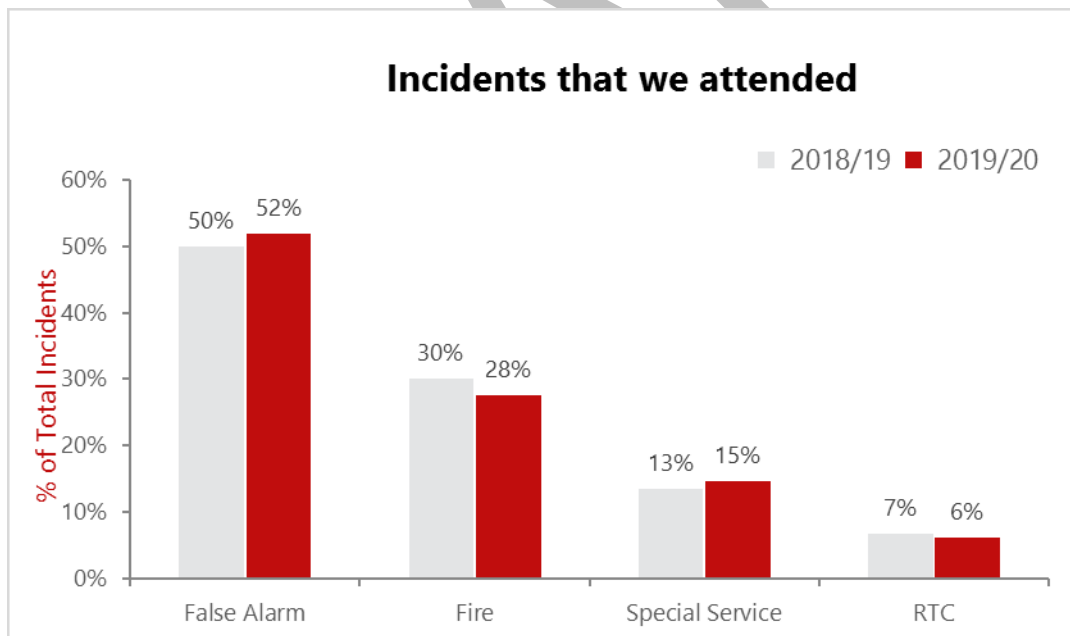
Additional performance data (compared to 2018/19)

- There was an 8 per cent increase in the number of accidental house fires (from 237 to 256).
- There was a 10 per cent decrease in the number of accidental fires affecting business premises (from 119 to 107).
- There was a 6 per cent increase in false automatic fire alarm calls affecting business premises (from 1,366 to 1,449).
- The number of deliberate fires reduced by 10 per cent from 773 to 694. Of the total deliberate fires, 288 or 41 per cent were fires in the open.





We attended 7,207 incidents in 2019/20, which is a decrease of 4.1 per cent on the previous year's 7,512 incidents. Breakdown in the type of incidents we attend:



Special Services include Lift Rescues, flood response, building collapses, animal rescues, chemical spillages and rescues from lakes and rivers.

False alarms include false alarms but with good intent (eg a neighbour was having a bonfire but someone thought it was a real fire), deliberate false alarms (malicious) and false alarms from automatic fire alarms.

CASE STUDY

Targeted engagement events aim to reduce fires and improve safety

TWO large events have been held this year with targeted audiences to share advice on preventing fires and reducing the financial impact from fire on businesses.

The first event was sparked by the previous year's spike in outdoor fires during the warm summer when we saw an increase in fires involving farmland, including machinery fires, incidents of arson and field fires caused by carelessly discarded cigarettes and glass.

Our community safety group partnered with the National Farmers Union to invite more than 100 delegates to a local farm near Whittlesey for a fire safety event. The key aim was to help make farmers more aware of the risks of arson and fires in the open during summer months and provide advice about what they can do to prevent them.

Arson Liaison Officer Pete Jones, who gave a presentation to the delegates, explained: "The seminar was specifically aimed at farmers and farm workers and so all the information we gave was very relevant to all who attended. Face to face engagement is a far more effective way of being able to explain how small changes to their operations can result in a significant reduction in the risk of fires happening. As well as giving safety advice we explained steps that farmers can follow to help fire crews when they arrive at an incident on their farm, for example, having a lock box near the entrance with key information about chemical storage and maps of the site."

The location app what3words was heavily promoted as a key consideration too, particularly as some farms are spread across acres of land. Being able to pinpoint the exact location of a fire will help a crew get to it as fast as possible. The on-call crew from Ramsey Fire Station was also on-hand with their fire engine and water carrier to show the farmers the equipment firefighters use, but also explaining how farmers can help by having compatible attachments to ensure a consistent water supply.

Pete concluded: "We hope those that attended went home more knowledgeable and were able to implement the small changes we suggested to help keep their livelihoods safer from fire."

A second engagement event held in January beckoned the business community to St Ives for a focussed event on sprinklers. Organised in collaboration with the British Automatic Fire Sprinkler Association (BAFSA), the seminar, brought around 200 delegates from the building and design industries together to learn about the life-saving benefits sprinkler and suppression systems can provide to businesses and the wider community. During the seminar, presenters spoke about the challenges of higher risk buildings, protecting vulnerable people, local authority approaches to protecting buildings from fire and case studies sharing lessons learnt from incidents in other parts of the country. Suppliers of different systems were also available to demonstrate the latest products and technology.

The Service has pledged to work with developers and local authorities to ensure sprinklers are considered at the right stages of development to help reduce the risk and impact of fires.

Area Commander for Community Safety Ryan Stacey added: “These well-attended events have demonstrated the value of investing time and energy into face to face engagement sessions. No one thinks a fire will happen to them and we appreciate fire safety advice isn’t the most thrilling of subjects, but if we can get our messages across in an engaging way, with relevant information to targeted audiences, we hope we can prevent more fires that threaten livelihoods or worse, claim lives.”

DRAFT

People

Working with our managers and staff to ensure our people are safe and the Service is accessible to everyone, meeting their needs and expectations, we:

- Continually strive to improve the service we deliver
- Listen and engage with staff, communities and our partners to improve what we do
- Develop our staff and encourage them to reach their potential.

There is a large overlap between community safety excellence and people, therefore to avoid duplication, our efforts in relation to improving things for people in our community are detailed in the community excellence section on page 25.

To achieve this in 2019/20 we have:

- Designed and delivered another full employee engagement survey which saw the number of staff who are fully engaged increase from 60% to 66%, placing us as having one of the most highly engaged workforces when compared to other public and private sector organisations.
- Offered further development to leaders at all levels to help them understand and enhance their accountability for employee engagement and reflected this in our refreshed Personal and Leadership Development Framework.
- Continued with work to ensure our culture is fully inclusive and welcoming to all. This has included delivering the second year of our RESPECT action plan to ensure that all staff feel safe and able to share any concerns they have at work and launching an inclusion custodian scheme, with identified leaders in the Service providing a visible voice to support specific areas of diversity. These include for all protected characteristics as well as other areas of inclusion which are important and relevant to us, such as mental wellbeing and menopause.
- Delivered and evaluated a further cohort of our Insight development programme for aspiring leaders. This year's cohort was double the size of last year's. We have also refreshed the programme based on the evaluation, preparing for a further cohort ready to launch at the start of 2020/2021.
- Refreshed our Aspire development programme for existing leaders who want to further progress their career. We continue to deliver Aspire in collaboration with our colleagues from Bedfordshire and Hertfordshire fire and rescue services.
- Further developed the range of development events for staff, undertaking a training needs analysis exercise in order to determine areas of focus for the programme. At the very end of the year as the Coronavirus pandemic began to affect our organisation, we were quick to adapt and offer virtual development opportunities and supporting resources to meet immediate and anticipated leadership and staff development needs resulting from the situation.
- Developed and began to deliver an enhanced coaching and mentoring framework, starting with the launch of an on-line programme with targeted modules. We have also recruited a cohort of individuals from across the organisation to complete an accredited coaching qualification in order to refresh and expand the number of coaches we have available to support our staff.

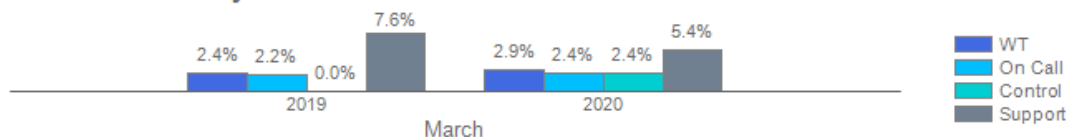
- Launched a refreshed induction process for new professional support staff, based on feedback and engagement with staff.
- Continued to embed our career management process and supporting tools for all staff. This year we have designed and launched more development portfolios to offer staff focus and structure to their immediate and longer-term development, and devised and launched a new succession planning tool, providing training and guidance for managers in how best to use it in order to capture and understand more clearly our talent pool across all areas of the Service.
- Completed the first two years of our positive action work plan, resulting in a notable increase in the diversity of registrations for our 2019 wholetime recruitment campaign and enhanced engagement with our diverse communities. Work this year has also focused on embedding understanding for staff of the value of positive action. We know there is more work to do in this area and our plan for the next two years reflects our successes and learning from the work previously carried out.
- Launched an enhanced contractual maternity pay scheme, tripling the amount of full pay a woman receives when on maternity leave. We have also launched new maternity guidance documents, for both pregnant employees and their line managers. We have also begun to develop paternity guidance documents.
- Started over 20 new apprenticeships in all areas of the Service, a mix of leadership and management apprenticeships and those focused on particular professional specialisms. We have also worked collaboratively with partners to be able to offer entry as a wholetime firefighter through an apprenticeship route.
- Began to implement a new pay structure for professional support staff at management band level - a key area of focus on the equal pay action plan developed from last year's equal pay audit. Final implementation was delayed due to the impact of Coronavirus in the last part of the financial year. The new structure will now be implemented in 2020/21.

How we performed against our IRMP measures:

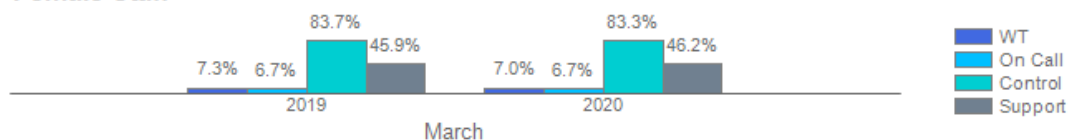
We have continued to work towards our aim of having a workforce that is properly representative of our communities. We have focused on increasing the proportion of currently under-represented groups in all areas and at all levels of our workforce, ensuring always that individuals have the right skills for the role.

We know we have a lot more work to do in this area but it is encouraging that the graphs showing five year trends demonstrate an increase in all areas. Although some measures remain static this year, we continue to out-perform similar fire and rescue services to us, in terms of the proportion of female staff (including operational female staff) and BAME staff in our workforce.

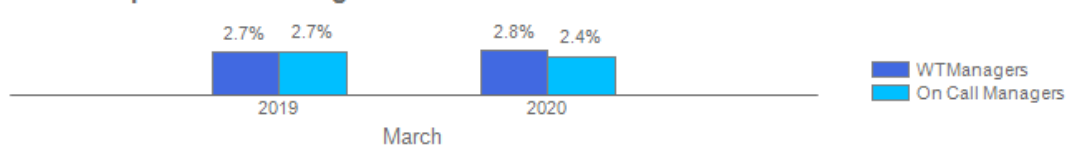
Black and Minority Ethnic Staff



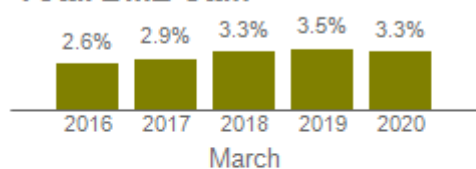
Female Staff



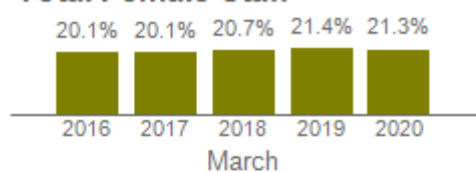
Female Operational Managers



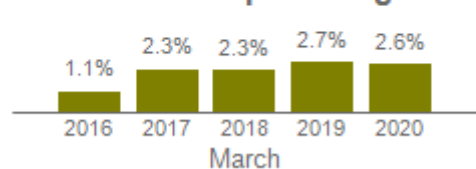
Total BME Staff



Total Female Staff



Total Female Ops Managers



Designer note – Total female staff arrow needs to be amber and pointing sideways

Workforce Diversity	2015/16	2016/17	2017/18	2018/19	2019/20
Number of BAME staff	17	19	22	24	24
BAME as a proportion of total staff	2.6%	2.9%	3.3%	3.5%	3.3%
Number of female staff	131	133	139	147	154
Female staff as a proportion of total staff	20.1%	20.1%	20.7%	21.4%	21.3%
Number of female managers	43	45	47	47	51
Female managers as a proportion of total ma	17.8%	19.1%	19.3%	18.5%	19.5%

Case study

Staff survey sees satisfaction soar

AN employee survey carried out in October 2019 showed our staff engagement is among the best performing public and private organisations in the country.

The results of our engagement survey were compared to hundreds of other organisations surveyed by our external partner. The questions asked by the survey were used to calculate how well engaged our staff are in their work and with the Service. People who reach full engagement are characterised by having a deep emotional connection to the organisation, are satisfied, committed, motivated and strong advocates for their employer.

The number of fully engaged staff in our Service rose by six percent from 60 percent in 2015, to 66 per cent this year and with a survey completion rate of 80 per cent we can be confident that our results give a true reflection of our position. This is also a fantastic achievement considering the average level of full engagement across all public and private sector organisations surveyed is around 45 per cent.

Chief Fire Officer Chris Strickland explained: "Our staff engagement survey is of great importance to us as it gives us a real understanding of how our staff feel about working for Cambridgeshire Fire and Rescue Service. It is our people that makes our Service what it is and having an engaged and motivated workforce with people who enjoy coming to work, feel they can be themselves, feel cared about, valued and listened to, is what we strive to achieve.

"So to be told by the company that carried out the survey for us that our score puts us in the top performing organisations compared to all those they have carried out similar surveys for, is something we are hugely proud of. And I am equally proud of our staff as they all work so incredibly hard for us, to serve their community and help keep people safe."

Chris continued: "However, we are not complacent and we know there is more we can do. The survey highlighted areas where we can do better still and so we are working to understand what we can do to make positive changes in these areas, engaging with staff to do so. This work is already underway and we are also analysing the data in more detail to support our understanding of the areas we need to concentrate on."

The results from the survey have guided the priorities within the People section of our IRMP for 2020-2024

Value for Money

Working with our managers and staff to ensure we deliver high quality, value for money services, including:

- Actively seeking collaborations
- Having effective and efficient working practices
- Continuously monitoring how we are performing, sharing what we do with others and taking best practice from others.

To achieve this in 2018/19 we have:

- Reviewed our non-operational fleet vehicles seeking to reduce costs and their environmental impact. As a result of the review all diesel cars were replaced with petrol cars, generating an initial saving of approximately £3,000 per vehicle, totalling approximately £85,000 for the year. We have also achieved a saving in running costs as the price of petrol is lower. The change to petrol cars will continue to be reviewed for cost savings and environmental impact.
- Embedded Skype for Business, giving all users free audio and video conferencing facilities through our ICT network. This was deployed to help staff across the county utilise their time more efficiently for attending meetings, whilst also reducing travelling and telephone costs.
- Switched to a new content management system to edit our website and intranet, saving £7,000 per year in licencing costs.
- Delivered a robust and easy to use system to record all of the Service's operational assets as well as recording defects, inspections and testing of kit electronically saving administration time. It also allows us to add additional functions such as costs and stock control of the consumable items and spares. By working with the supplier of the asset management system to adapt the database to manage our hydrant records too, we will be saving the cost of procuring another system.
- Replaced our corporate Wide Area Network (WAN) to ensure that it can continue to exploit the use of technology to drive further efficiencies. The solution came in well under budget, allowing the funds to be reinvested in further technology projects providing further enhancements to service provision
- Applied for permission to utilise a grant for £630,000 to part fund a new mobilising system in our Combined Control Room. The current system is reaching the end of its contract and taking advantage of newly available technology will enhance the way we take 999 calls and mobilise fire engines and officers. The old system needed upgrading or replacing due to it not being compatible with the new Home Office Emergency Services Mobile Communication Programme. It was agreed a new system would offer better value for money. A procurement process was run this year and work is in progress to implement the new system over the next 12 months.

- Conducted a complete refresh of our Integrated Risk Management Plan, which forms our Service plan for the next four years starting April 2020. For the first time we conducted engagement across our entire organisation to seek staff views on how to mitigate our risks and pursue opportunities to drive our organisation forward. We also conducted full data modelling to ensure we were utilising our resources in the most effective way and consulted with the public on our plans.
- Expanded our area commander rota collaboration with Bedfordshire Fire and Rescue Service further with positive agreement now in place to share operational officer specialist skill sets such as fire investigation, hazardous materials and inter-agency liaison officers.
- Utilised our Service Transformation and efficiency Programme to continue to automate our business processes and improve our data quality. This has involved working with departments across the organisation to review business process and put in place technology solutions to remove inefficient paper based processes.
- Saved £36,000 by changing our maintenance arrangements for breathing apparatus sets.

Case study:

LIFE-saving collaboration leads to pounds saved and pints gained

THE life-saving partnership between the Service and NHS Blood and Transplant (NHSBT) has continued to grow since the collaboration first began in 2017 and has saved thousands of pounds along the way.

After hosting a successful blood donation session at Wisbech Fire Station, which saw more than 100 donors walk through the station doors to give their pint of blood, work began by the two partners to identify more fire stations that could be used to host sessions and save the blood service money on hiring alternative venues.

Further dates were quickly scheduled for Wisbech, which now hosts around three to four sessions a year, and the initiative has successfully grown with sessions now held at Cambridge, Huntingdon, St Neots and March fire stations, with dates booked in until the end of 2020.

Opening up fire stations for free to host blood donation sessions has helped NHSBT save more than £6,500 in venue costs since 2017. Not only this, but it has also led to more than 1,600 donors visiting stations throughout the county, with more than 4,000 lives being helped from the blood donated.

Chief Fire Officer Chris Strickland, who started donating at the first session in Wisbech, said: “We’re delighted to work with the NHSBT in offering our fire stations as venues for their sessions. Our fire stations are in the heart of the communities we serve and we are proud to be able to work together to open our doors to blood donors and save NHSBT significant money that can be re-invested back in to what is a vital lifesaving service.

“Our collaboration and partnership work isn’t always about saving us money, it is also about helping others reduce spending and improve services.”

8. Equality and Inclusion

We are committed to continuous improvement of equality and inclusion in both our service delivery and within the workplace.

To do this, and in compliance with our public service equality duty, we set ourselves objectives in our Equality Strategy 2018-20 that detail what we are going to do to achieve improved equality outcomes for our communities and staff. The full strategy can be found on our website <http://www.cambsfire.gov.uk/about-us/our-equality-and-1443.aspx>

Our priorities for diversity and inclusion last year were:

- Improve attendance of all communities at business seminars and ensure these are widely advertised to target high risk areas and locations
- Ensure targeted home fire safety and Safe and Well visit data is analysed to ensure this service is accessed by all communities
- Ensure community engagement and safety training is available for operational staff from initial training onwards
- Improve gender diversity among operational and combined fire control staff
- Improve ethnic diversity among all staff groups
- Ensure decision making in selection, training, development and promotion is as equitable as possible by delivering unconscious bias and inclusive leadership training
- Improve well-being and retention of female staff by producing guidance on menopause and raising awareness of impact of menopause at work
- Improve reporting and management of inappropriate behaviours (including bullying or harassment) at work
- Carry out an equal pay audit to help reduce the gender pay gap
- Ensure staff have skills and knowledge to value a diverse workforce
- Ensure leaders can demonstrate 'due regard' to equality in decision making by embedding equality actions into local delivery plans and assessing decisions for equality impact.

Highlights of our achievements in 2019/20

- We attended Cambridge Pride as the lead blue light service for the first time with Cambridge Black Watch fronting the river parade.
- Following the launch of the Respect Programme, training was provided by IODA, an independent external training organisation, to coach our volunteer Respect Champions who provide support to colleagues.
- Our positive action officers have continued to widen and build key relationships with community and minority groups and the Service has recently agreed to continue this initiative for another two years.
- The number of diverse applicants applying and recruited for roles across the Service has seen a year on year increase, however we know we still have room for significant improvement in some area (see data below).

- An analysis of engagement with different groups when delivering home safety visits was carried out at a ward level. The information over five years does not show any particular correlation between engagement and ethnicity. This engagement data will continue to be monitored and opportunities taken through our positive action work to promote the home fire safety services we offer to minority communities.
- We ran a number of training and awareness sessions for managers and all staff including making fair and inclusive decisions, managing and supporting disability, trans inclusions, inclusive leadership, menopause awareness for managers and system one and two thinking (understanding bias).
- Our gender pay gap remains constant although the overall summary shows a slight widening of the gap to 12p in the pound and an increase in 1p over the last twelve months. This is an area we will continue to give attention to.
- The number of female operational staff increased to 34 (6.8% of operational staff) and 154 overall which has meant the overall number of female staff remains constant at 21.3% of employees.
- The number of male combined fire control operators stands at 16.7% and has seen a steadily decline over the last five years. Our control function has always been a female dominated area and we continually look to address this through recruitment campaigns. We monitor exit interviews with staff to help us identify if any themes emerge that would cause us concern or help us identify reasons for men leaving. A number of our male control operators have left to become firefighters over recent years.
- The number of operational staff declaring a disability shows a slight decrease to 5.2% although the number of requests for dyslexia assessments has increased.
- Black, Asian and other minority ethnic representation of staff make up 3.3% of all staff overall – an increase of 1% over the last five years.
- Work began on a positive action work plan which will be shared and launched across the wider Service by September 2020.

Our data:

Applicants

- 6.4% of applicants came from a BAME background, a decrease of 0.5%
- 27% of applicants were female, a decrease of 1%
- 2.5% of applicants declared a disability, a decrease of 0.2%
- 4.1% of applicants declared a faith or belief, an increase of 0.5%
- 3.4% of applicants declared to be LGB, a decrease of 1.8%

Recruits

- 1.6% of recruits came from a BAME background, a decrease of 5.1%
- 33% of recruits were female, an increase of 2%
- 8.2% of recruits declared a disability, an increase of 5.5%
- 3.3% of recruits declared a faith or belief, an increase of 3.3%
- 8.2% of recruits declared to be LGB, an increase of 4.2%

9. Partnerships and collaborations

We recognise that we are better able to achieve our aims and objectives across all areas of the Service by collaborating and working in partnership with other agencies with similar aims and goals – these include other emergency services and public sector organisations, charities, voluntary groups and other fire and rescue services.

Not only does this improve the service we each deliver but in tough economic times it makes financial sense to remove duplication and share resources.

Partnership working is embedded across the Service in all departments from how we investigate fires and drive down arson and road traffic collisions, to planning for big events and dealing with disasters and day to day incidents.

We have many active collaborations ongoing across the Service. A complete list of these is available on our website. Some of them save us money, others help provide resilience or bring additional benefits we wouldn't otherwise have been able to achieve. Other collaborations may cost us more but may have additional benefits to us or to the wider community which makes it a worthwhile investment.

Examples of some of our collaborations are:

Combined Fire Control with Suffolk Fire and Rescue Service

This year saw the eighth anniversary of our Combined Fire Control. Working in partnership with Suffolk Fire and Rescue Service, we became the first fire and rescue service to prove that the concept of combined control room works. All 999 calls for both Suffolk and Cambridgeshire are answered by control operators based at our headquarters in Huntingdon and operators mobilise appliances for both fire and rescue services. Through this agreement, each service saves approximately £400k each year.

Mutual Aid Agreements

The Fire Authority has mutual aid agreements with each of the seven neighbouring fire and rescue services whereby:

- In the event of a significant emergency, Cambridgeshire and Peterborough Fire Authority can request additional resources from a neighbouring fire authority.
- Should the location of an emergency be closer to a fire engine from a neighbouring authority, a request will be made for that fire engine to attend the incident.
- Specialist equipment and trained personnel can also be requested from other fire and rescue services to attend significant emergencies in Cambridgeshire and Peterborough.

In the event of a national emergency elsewhere in the country, Cambridgeshire and Peterborough Fire Authority has a high volume pump, to support a large scale

flooding incident, that can be deployed to assist those in need. We also jointly manage a third vehicle, which is the Eastern Region's Detection, Identification and Monitoring (DIM) vehicle which provides a 24/7 response capability for deployment in the early stages of a major incident involving chemical, biological, radiological or nuclear materials. This vehicle is operated by Essex Fire and Rescue Service but the specialist officers who run the equipment come from both Cambridgeshire and Essex fire services.

Cambridgeshire and Peterborough Local Resilience Forum

Local Resilience Forums aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities. Our senior managers are actively engaged in the Cambridgeshire and Peterborough Local Resilience Forum which is chaired by our chief fire officer. The Service has fully supported and participated in the development of an agreed risk profile for the local area through the community risk register, in partnership with police and ambulance services, local authorities, NHS England, Public Health England, the Environment Agency and the military.

Shared ICT Service with Bedfordshire Fire and Rescue Service

Our ICT Shared Service provides ICT support to both Cambridgeshire and Bedfordshire fire and rescue services. The shared service brought together staff from both services' ICT teams, who started working as one team from July 2013, to bring resilience and improved ways of working to both services.

NHS Blood and Transfusions

We offer our fire stations for free to NHS Blood and Transfusions to run blood donation sessions. This saves them money not having to hire other venues in some areas of the county and we promote our home safety services and fire prevention advice to waiting donors. You can find out more in the case study on page XX.

Cambridge Water Safety Partnership

Cambridgeshire Water Safety Partnership was established in December 2018, initially funded by us and Office of the Police and Crime Commissioner (OPCC). The partnership has been set up with the vision of reducing all preventable water related deaths and injuries through education, training and engagement. Other partners include Peterborough City Council, Cambridge City Council, Conservators of the River Cam, Great Ouse Boating Association, Beds, Cambs and Herts Joint Protective Services, East of England Ambulance Service, MAGPAS Air Ambulance, Environment Agency, the Royal National Lifeboat Institution (RNLI), the Royal Life Saving Society (RLSS), and the Samaritans.

10. Financial performance and governance

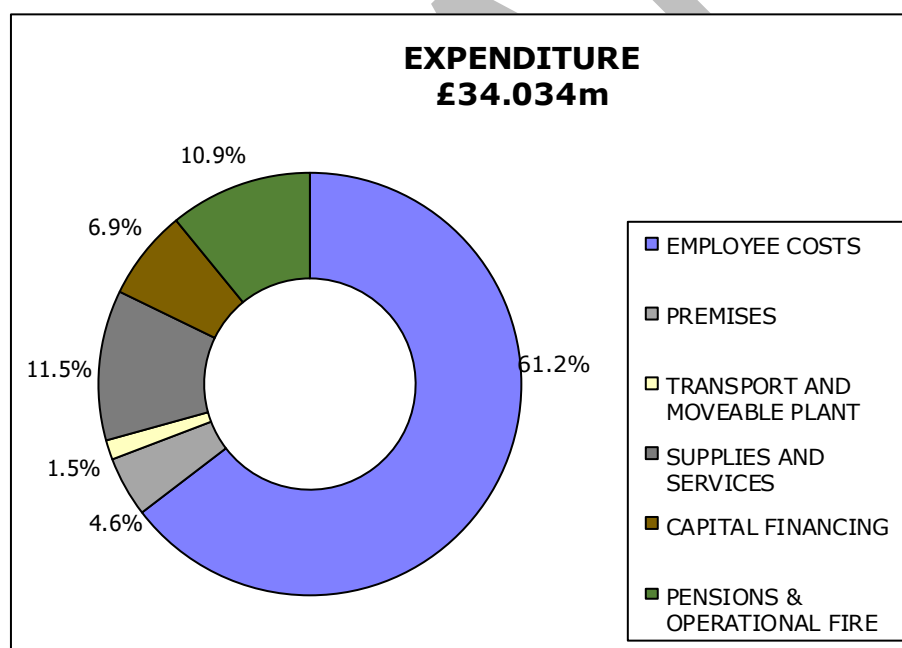
Ensuring we have an efficient service that offers value for money, underpins everything we do. Although the pressures on our budget through a continued reduction in government grant since 2010 have been felt across the Service, with innovative thinking and more collaborative working, as well as the support from our communities and staff, we have managed to find the necessary savings each year to ensure a balanced budget.

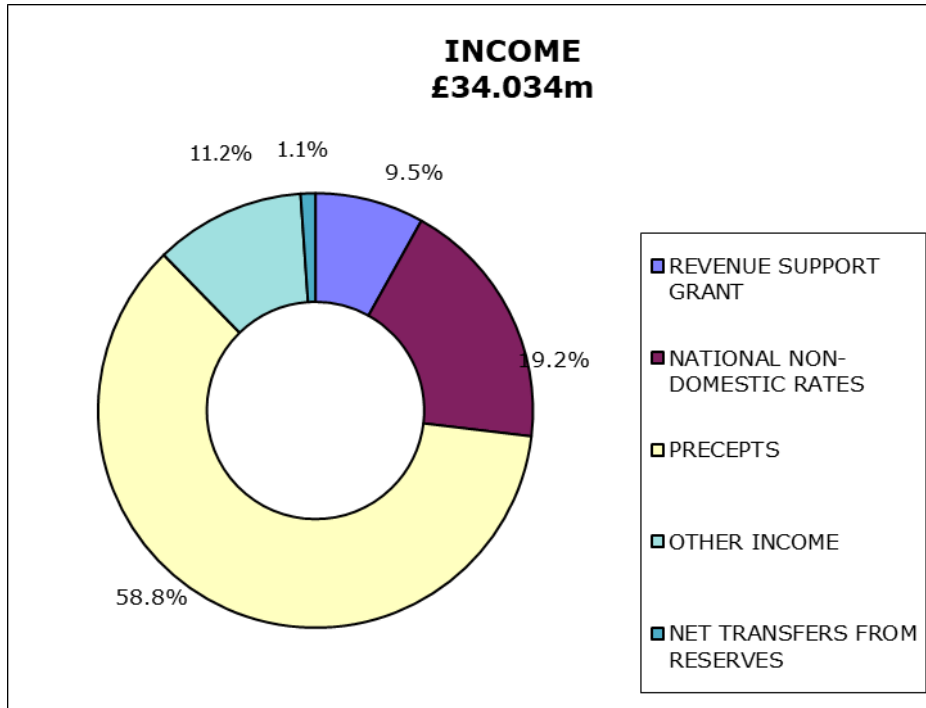
Where our money comes from and how much we spent

The Fire Authority's total net expenditure during 2019/20 was £30,224,000.

This is made up of £34.034m (expenditure) less £3,810m (other income). £20,390,000 was collected from council tax payers. This amounted to £70.74 a year for a Band D council tax household, making us one of the most cost effective fire and rescue services, per head of population, in the country.

The following charts show where the money we received came from and how we spent it in 2019/20:





Summary Financial Table

Description	Revised Budget £	Actual to Date £	Variance £	Variance %
Full time firefighters	12,602	12,708	106	0.84%
Control room staff	1,549	1,613	64	4.13%
Local government employees	3,569	3,410	-159	-4.46%
Senior management (Hay)	3,007	3,087	80	2.66%
Recruitment and training	627	516	-111	-17.70%
Fire allowances	617	691	74	11.99%
EMPLOYEE COSTS	21,971	22,023	51	0.23%
Property maintenance	368	407	39	10.60%
Insurance	80	50	-30	-37.50%
Energy costs	305	269	-36	-11.80%
Cleaning	160	149	-11	-6.88%
Rents and rates	689	677	-12	-1.74%
PREMISES	1,602	1,551	-51	3.18%
Car and cycle allowances	70	89	19	27.14%
Vehicle running expenses	291	278	-13	-4.47%
Vehicle insurance	142	134	-8	-5.63%
TRANSPORT AND MOVEABLE PLANT	502	500	-2	0.40%
Office expenses	358	245	-113	-31.56%
IT and communications equipment	2,167	1,745	-422	-19.47%
Fire equipment	325	358	33	10.15%
Uniforms and clothing	535	448	-87	-16.26%
Other supplies and services	1,439	1,110	-329	-22.86%
SUPPLIES AND SERVICES	4,824	3,906	-918	19.03%
Debt charges	2,142	2,338	196	9.15%
External interest	-90	-123	-33	36.67%
CAPITAL FINANCING	2,052	2,216	164	7.99%
CONTROLLABLE EXPENDITURE	30,950	30,196	-754	2.44%
Other income	-1,375	-1,852	-477	34.69%
Other government grants	-1,805	-1,835	-30	1.66%
CONTROLLABLE INCOME	-3,180	-3,688	-508	15.97%
NET CONTROLLABLE EXPENDITURE	27,771	26,508	-1,262	4.54%
Pensions - injury awards	633	665	32	5.06%
Operational fire budget	3,139	3,051	-88	-2.80%
SAFETY-NETTED EXPENDITURE	3,772	3,716	-57	1.51%
NET EXPENDITURE	31,543	30,224	-1,319	4.18%
Grant/precept income	-29,168	-29,845	-677	
Transfers to/from earmarked reserves	-2,375	-756	1,619	
Year end transfer to capital reserve		1,877	1,877	
CONTRIBUTIONS	-31,543	-28,724	2,819	
CONTRIBUTION TO GENERAL RESERVE	0	1,500	1,500	

Key budget points

- Uncommitted money that was underspent has been used to help finance capital spending and reduce our borrowing requirement.
- Ensuring we have an efficient service that offers value for money underpins everything we do and although the pressures on our budget have been felt across the Service, with innovative thinking and more collaborative working, as well as the support from our communities and staff, we have managed to find the savings each year.

Efficiency plan

The Fire Authority approved an efficiency plan in October 2017. The plan detailed how anticipated savings will be delivered over the coming years up to 2020. The document can be found on our website at http://www.cambsfire.gov.uk/Efficiency_Plan.pdf

Included within the efficiency plan is a high level reserve strategy. The Fire Authority's detailed use of the reserve strategy can also be found on the website at http://www.cambsfire.gov.uk/Reserve_Schedule_2018.PDF

What do we own?

Our assets include (as of March 2020):

Buildings

Fire headquarters and operational buildings	29
Staff houses	5
Total	34

Vehicles and Plant

Fire engines (incl rescue pumps)	35
Multistars (aerial appliances)	2
Rescue vehicles	2
Other special appliances	6
Reserve and training appliances	9
Other vehicles	123
Total	177

Capital Spending

During the year the Authority:

- Purchased 32 new silver fleet vehicles and began the construction of two new aerial appliances
- Undertook equipment and IT projects totalling £181k
- Carried out building works totalling £857k which included an new smoke house at St Neots Fire Station
- Carried out work on vehicle and ICT assets under construction totalling £524k.

Financial governance

Each year we publish sets of accounts for public consumption. These documents explain our financial performance over a given financial year which always runs from April 1 to March 31. Recent versions of these documents are available on our website.

External audit **(UPDATE IF 2019/20 CONCLUSION IS AVAILABLE AT DESIGN)**

The Fire Authority has external auditors appointed by central government to assess its financial standing. The Authority's appointed auditor, BDO LLP, undertakes an annual audit of the financial standing of the Fire Authority. The auditors are required, under the Code of Audit Practice, to highlight all issues of significance arising from an audit, in the form of an annual audit letter.

The independent auditor's report to members of Cambridgeshire and Peterborough Fire Authority **for 2018/19** concluded that:

'On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office in November 2017, we are satisfied that, in all significant respects, the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019'.

Governance matters **(UPDATE AT DESIGN STAGE IF 2019/20 STATEMENT IS RECEIVED)**

Cambridgeshire and Peterborough Fire Authority also has arrangements with an external auditor to audit the governance arrangements of the Authority. The Authority undertakes an annual assessment of the governance arrangements using the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE) framework 'Delivering Good Governance in Local Government'. The external auditor also undertakes their assessment of compliance against these standards.

The 2018/19 annual governance statement of the Authority can be accessed on our website. The external auditor's opinion confirmed assurance in the governance arrangements.

Internal audit

The Fire Authority also appoints internal auditors to ensure their internal systems of control are appropriate. Reports and recommendations arising from these audits are taken to the Fire Authority Overview and Scrutiny Committee before being presented to full Fire Authority for consideration and approval.

Financial transparency

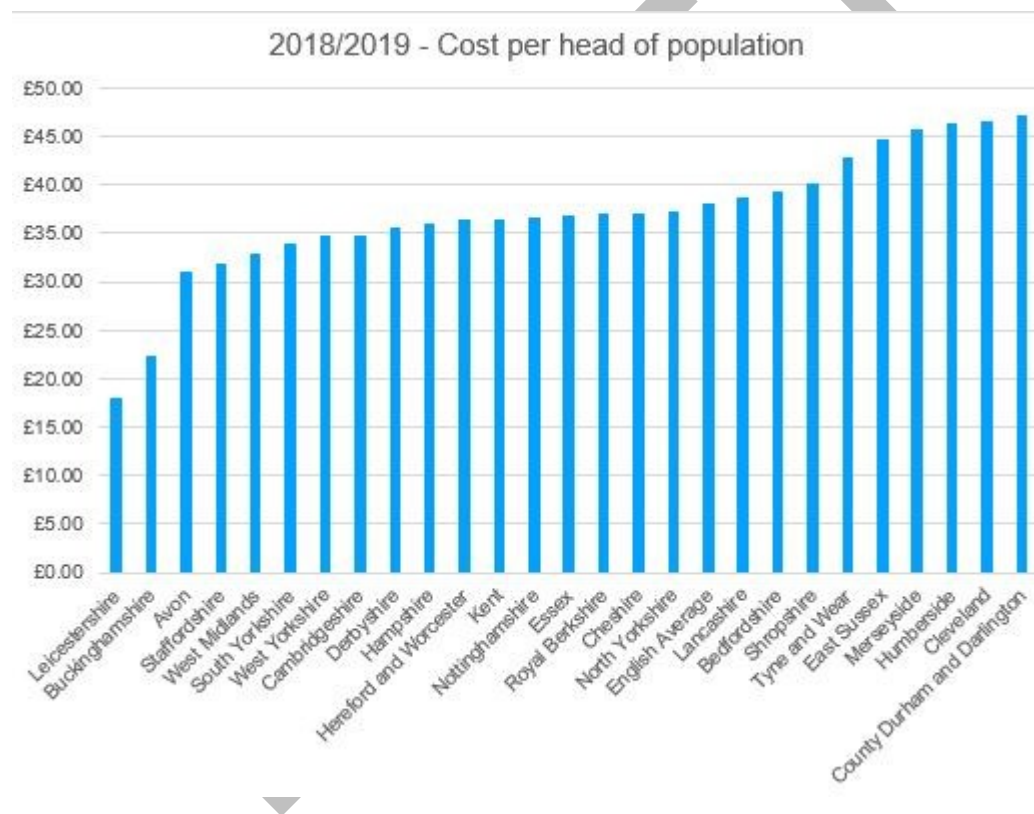
The Local Government Transparency Code 2015 is a tool to embed transparency in local authorities, which includes fire and rescue authorities and sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published. To streamline and simplify access to this information, our website includes a specific Transparency Code section - a link for which can be found in the footer of each webpage.

11. How we compare nationally on value for money

All public bodies now have to make difficult decisions about priorities and find more efficient and innovative ways of delivering their responsibilities.

In our 2018 HMICFRS inspection, we were awarded 'Good' in the Value for Money assessment.

The graph below shows the 2018/19 (most recent available) cost per head per population for 27 fire and rescue services in England, using Chartered Institute of Public Finance and Accounting (CIPFA) data. We are shown in the lowest third (however not all fire and rescue services are included in the figures).



12. Our HMICFRS inspection results

In the summer of 2018, HMICFRS inspected our Service, along with 13 other fire and rescue services, to assess how effective and efficient we are in our activities to prevent, protect the public against and respond to fires and other emergencies. They also assessed us on how well we look after the people who work for us.

All fire and rescue services have now been inspected and a summary of findings report was published by the HMICFRS, with the assessment outcomes of all fire and rescue services included.

Our Service compared extremely well and came in the top four fire and rescue services in the country, based on being only one of four to get either good or outstanding in not only the three key areas of assessment, but also across the 11 supporting areas.

The three main areas they looked at were:

- How **effective** are we at keeping people safe and secure from fire and other risks?
- How **efficient** are we at keeping people safe and secure from fire and other risks?
- How well do we look after our **people**?

There are four possible outcomes in the judgement criteria:

- Outstanding
- Good (this is where the HMICFRS expect every service to be)
- Requires Improvement
- Inadequate (serious or critical failings in policy, practice or performance).

Since receiving our report in December 2018, we have been working hard on the areas highlighted by the inspection team where they felt we could improve. As an organisation that always strives to do better, we were grateful for the helpful insight and incorporated these areas into our IRMP action plan for 2019/2020.

These included areas such as improving the way we evaluate our activities to demonstrate whether what we are doing is having the right outcomes, working with our neighbouring fire and rescue services to share risk information and plan and carry out training exercises together, and have better and more consistent use of meaningful personal development reviews (appraisals) across the Service.

We have reported on these areas within this annual report and we were looking forward to sharing our progress with the inspectorate in April when they were due to visit again for another assessment.

Inspections were suspended due to the Covid-19 situation and we are awaiting a new date. In the mean time we continue to progress these areas and others, learning from the full HMICFRS report which gave an overall summary of fire and rescue services, areas of best practice and general areas for development.

A full summary of our improvement areas and how we are progressing them can be found on our website [http://www.cambsfire.gov.uk/images/HMICFRS -
Response to the Inspection report.pdf](http://www.cambsfire.gov.uk/images/HMICFRS_-_Response_to_the_Inspection_report.pdf)

13. Planning and future priorities

Our new Integrated Risk Management Plan (IRMP) provides full details of how we plan for the future, how we set our priorities and what those priorities are until 2024. The draft of the IRMP went out for public consultation at the end of 2019 and was presented to the Fire Authority in March for final agreement. We began the action plan to deliver the first year of the IRMP in April 2020.

The annual report for 2020/2021 will look back on our progress against the action plan for year one of the new IRMP.

The full [2020-2024 IRMP](#) is available to view on our website.

INSERT IMAGE OF FRONT PAGE OF IRMP

14. Letters of appreciation

Each week we get letters, cards and posts on our social media sites thanking our staff for the many great things they do including attending incidents and events, visiting homes to provide safety advice and delivering awareness sessions. Our staff appreciate every letter, card and comment they receive and it is always heartwarming to see the difference our staff and the service we provide makes to people.

Here is a small selection of some we have received this year.

Shout out to Cambridgeshire Fire and Rescue Service for saving the horses from the muck heap fire in Longstanton this evening! You guys were awesome!

A South Cambridgeshire resident via Facebook

Such a fantastic session - great insight in blaze tackling, smoke filled building entries and assisting at RTC's. Huge thanks to Cambridgeshire Fire and Rescue Service and everyone at Black Watch Cambridge

Charity organisation Spectrum Cambridge via Facebook

Thanks for the collaboration and professionalism, Cambridgeshire Fire & Rescue Service! Readiness looks even better when we do it as #OneTeam.

501st Combat Support Wing, United States Air Force via Facebook

Thank you so much to the lovely crew from Cambridgeshire Fire and Rescue Service who stopped outside our home in Soham and let my very excited children have a look around! You made their day!

An East Cambridgeshire resident via Facebook

Huge thanks to all involved in the recent "Biker Down" course held at St Ives, thoroughly enjoyed the morning, were given a very warm and friendly welcome, very informative, and invaluable course. Highly recommend all bikers.

A resident attending a Biker Down event

To the crew that stopped by at the Stapleford Street Party on Bank Holiday Monday - You guys are awesome. I'm not sure if it was a pre-arranged visit, or one of those amazing, spontaneous, moments, but you made the face of every child, and I think pretty much every adult, light up. You're sure to be the talk of my daughter's pre-school tomorrow. She loved it. Thank you for helping give her such a memorable day. Big respect guys.

A South Cambridgeshire resident via Facebook

I just want to thank all of your hardworking team who have worked through the night in Great Paxton to contain the hay bales on fire. I live opposite the fire and I've seen just how many crew you've had to give up for it.

A resident from Great Paxton via Facebook

Just wanted to say a massive thank you for coming to our event. I have never seen our children listen so intently and ask so many engaging questions.

From Nexus Fostering via Facebook

Thank you so much to the crews from Chatteris and Wisbech for attending the accident on the A142 which my son was involved in. I can't thank you enough.

A resident from Fenland via Facebook

Please pass on our thanks to the crew that attended our house yesterday when our son was having a crisis. The guys were supportive, compassionate and caring, a great comfort to the whole family during a very traumatic episode. Massive thanks again to the crew and especially to the two lovely chaps that talked to him. Well done to all those involved.

A Cambridge resident via Facebook

Just wanted to say thank you to the crew at Sawtry Fire Station for making our little boy Zachary's dream come true! He turned three yesterday and they not only showed him around the pump, but let him try the uniform and spray the hose... he hasn't stopped smiling since! Thank you so much!

A Sawtry resident via Facebook

Last night at 2:30am the crew came and rescued a deer that got trapped in a gate. The deer ran off and we hope it survived as it was injured. They covered its face so it wouldn't be too scared, managed to get it out with little distress caused and no further injuries to the deer and they didn't even break the gate. So quick and efficient thank you so much.

A Sawston resident via Facebook

One of your crews attended a road traffic collision on the A10 between Little Thetford and Ely. My wife was involved in a head on collision. The crew who attended were professional and efficient and they provided support to all those involved in the incident. They are a credit to the fire service. Fortunately she is not seriously hurt, although the bruising will take some time to disappear. We both appreciate the situation could have been much worse. We are both very grateful to the fire service and would be grateful if you could pass on our thanks to the crew involved including the support staff who dealt with the calls and dispatched the crew to the scene.

An East Cambs resident via Facebook

15. Tell us what you think

We would very much welcome any comments you may have about this document to help us improve the way we report back to you on what we have done and what we plan to do. We would be very grateful if you could take the time to provide us with any comments and send them to us at the address below. Alternatively you can share your thoughts via email at feedback@cambsfire.gov.uk, via our website www.cambsfire.gov.uk through the 'contact us' section, or post a message on our Facebook or Twitter pages.

If you require a response, please don't forget to include details of how we can contact you.

Thank you for your time.

Please write to:
Fire HQ
Hinchingsbrooke Cottage
Brampton Road
Huntingdon
Cambs
PE29 2NA

DRAFT