

# OVERVIEW & SCRUTINY COMMITTEE



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

**Date: Thursday, 20 April 2023**

**14:00hr**

**Fire Headquarters  
[Venue Address]**

## AGENDA

**Open to Public and Press**

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Apologies for absence and declarations of interest</b>   |                |
|          | <i>Guidance on declaring interests is available at</i><br><a href="http://tinyurl.com/ccc-conduct-code">http://tinyurl.com/ccc-conduct-code</a> |                |
| <b>2</b> | <b>Minutes and Action Log</b>   |                |
|          | <a href="#">Minutes - 19 January 2023</a>   |                |
|          | <b>Action Log</b>   | <b>3 - 6</b>   |
| <b>3</b> | <b>IRMP Performance Measures April 2023</b>   | <b>7 - 15</b>  |
| <b>4</b> | <b>Programme Management Monitoring Report April 2023</b>  | <b>16 - 26</b> |
| <b>5</b> | <b>Grenfell Disaster Action Plan and Related Works Update</b>   | <b>27 - 31</b> |
| <b>6</b> | <b>Internal Audit Strategy 2023-2024</b>  | <b>32 - 48</b> |

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| 7  | Progress Report April 2023        | 49 - 69   |
| 8  | Community Engagement Forum Update | 70 - 100  |
| 9  | Update on Culture Related Work    | 101 - 123 |
| 10 | Work Programme                    | 124 - 126 |

### **Date of Next Meeting**

19 July 2023

The Overview & Scrutiny Committee comprises the following members:

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

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

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

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

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

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

Councillor Sebastian Kindersley (Chair) Councillor Simone Taylor (Vice-Chair) Councillor Andrew Bond and Councillor Scott Warren Councillor Ian Gardener Councillor John Gowing Councillor Mac McGuire Councillor Catherine Rae

|                  |                                      |
|------------------|--------------------------------------|
| Clerk Name:      | Daniel Snowdon                       |
| Clerk Telephone: | 01223 699177                         |
| Clerk Email:     | daniel.snowdon@cambridgeshire.gov.uk |

# Fire Authority Overview and Scrutiny Committee

## Minutes - Action Log

This is the updated action log as at 20 April 2023 and captures the actions arising from the most recent Overview and Scrutiny Committee meetings and will form an outstanding action update to Members on the progress on compliance in delivering the necessary actions.

| Minute No. | Report Title | Action to be taken by | Action | Comments | Status |
|------------|--------------|-----------------------|--------|----------|--------|
|------------|--------------|-----------------------|--------|----------|--------|

## Minutes of the October 2022 Committee

[illegible]

|  |   |                                |   |  |  |
|--|---|--------------------------------|---|--|--|
| 39   | Fire Authority Programme Management – Monitoring Report                     | DCEO                           | <b>Replacement ICCS and Mobilising Solution</b><br>Members voiced concerns regarding the cost of Airwave for taxpayers nationally and requested a member briefing on the subject. | Update 19 January 2023<br>Subject will be included on the agenda at the next Member seminar scheduled for February 2023.<br><br><b>Update 20 April 2023</b><br>Member seminar in February 2023 was a site visit to St Johns; next seminar planned for June 2023.   | <b>Ongoing</b>                         |
| 42   | Annual Review – CPFA Compliance with the Local Government Transparency Code | Scrutiny and Assurance Manager | The Overview and Scrutiny Committee agenda plan would be updated to include a paper on the forum (public consultation forum)  | <b>Update 20 April 2023</b><br>Agenda item (Community Engagement Forum – Update) at meeting scheduled for 20 April 2023.   | <b>Completed</b>                       |
| 45   | CPFA Overview and Scrutiny Committee Work Programme                         | Scrutiny and Assurance Manager | Inclusion of a potential staffing task and finish group and public consultation forum report.   | Update 19 January 2023<br>Staffing task and finish group added to January 2023 meeting agenda and public consultation forum added to April 2023 meeting agenda.<br><br><b>Update 20 April 2023</b><br>Established that staffing task and finish group work is related to Minute 38 above. Will therefore take forward under this action. | <b>Completed</b><br><br><b>Ongoing</b> |
| <b>Minutes of the January 2023 Committee</b> |   |                                |   |  |  |
| 48   | IRMP Performance Measures   | ACFO                           | Noted that the A1307, A1198 - Papworth St Agnes junction - and A1 Wittering had high rates of road traffic accidents. Signage work occurring to mitigate accidents.               | <b>Update 20 April 2023</b><br>Verbal update to be given at the meeting.   | <b>Extant</b>                          |

|    |   |                                |   |  |                  |
|----|---|--------------------------------|---|--|------------------|
|    |   |                                | The service agreed to request information from police databases regarding road accidents occurring on the A14 from Ellington to the Keyston/Bythorn junction following a change to the road layout.   |  |                  |
| 49 | Update on the Expansion of Crews of Three Appliance Mobilisations to all Incident Types | Area Commander Smith           | It was requested that Mr Harris and Overview and Scrutiny Committee Members receive a written response to the statement within five working days.   | <b>Update 20 April 2023</b><br>Both Mr Harriss and members of the committee received a written response via email on 24 January 2023.  | <b>Completed</b> |
|    |   |                                | Established that data from crews-of-three mobilisations would be included on the Performance Dashboard and RNB Performance Report, which would highlight any concerns. This could also be included as a regular report to the Fire Authority. It was requested this was also seen quarterly by the Overview and Scrutiny Committee. | <b>Update 20 April 2023</b><br>Verbal update to be given at the meeting.   | <b>Extant</b>    |
|    |   | Democratic Services            | Expressed a desire to endorse the action taken. It was therefore proposed by Councillor McGuire, seconded by Councillor Gardener, and resolved unanimously to amend the recommendation to reflect this and circulate the minutes of this meeting to the Fire Authority.   | <b>Update 20 April 2023</b><br>Amended recommendation detailed in 19 January 2023 Overview and Scrutiny Committee Minutes (Minute 49) and Minutes presented to the Fire Authority as Agenda Item 8 at their meeting on 10 February 2023. | <b>Completed</b> |
| 53 | Cambridgeshire and Peterborough Fire Authority Overview                                 | Scrutiny and Assurance Manager | The committee discussed what areas or issues might add value to the scrutiny function. It was agreed  | <b>Update 20 April 2023</b><br>Minutes 38 and 45 above refer.  | <b>Extant</b>    |

|  |                             |  |  |  |                  |
|--|-----------------------------|--|--|--|------------------|
|  | and Scrutiny Work Programme |  | not to progress the existing member-led review of estates, property management and capital programme but focus on people themes. Terms of reference for a member-led review on employee retention would be drafted and circulated for comment. |  |                  |
|  |                             |  | The committee agreed to a site visit at St John's on 10 February 2023.   | <b>Update 20 April 2023</b><br>Site visit was arranged and well attended by Authority Members. | <b>Completed</b> |

**TO:** Overview and Scrutiny Committee

**FROM:** Assistant Chief Fire Officer (ACFO) – Jon Anderson

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer (ACFO) – Jon Anderson  
Telephone: 07711 444201  
Email: [jon.anderson@cambsfire.gov.uk](mailto:jon.anderson@cambsfire.gov.uk)

**DATE:** 20 April 2023

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## **INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE MEASURES**

### **1. Purpose**

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with our performance against our Integrated Risk Management Plan (IRMP) performance measures.

### **2. Recommendation**

- 2.1 The committee is asked to note the contents of the performance report in Appendix 1 which covers the first three quarters of the year, 1 April to 31 December 2022 and make comment as they deem appropriate.

### **3. Risk Assessment**

- 3.1 **Political** - the IRMP process, outlined in the Fire and Rescue National Framework for England, requires the authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Legal** - the authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

### **4. Equality Impact Assessment**

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically, age and disability.

## 5. Background

- 5.1 The IRMP is a public facing document covering a four-year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 5.2 The integrated risk management process is supported using risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 It is worth noting that quarter two figures are largely impacted by the summer spate conditions that we experienced in 2022.

## BIBLIOGRAPHY

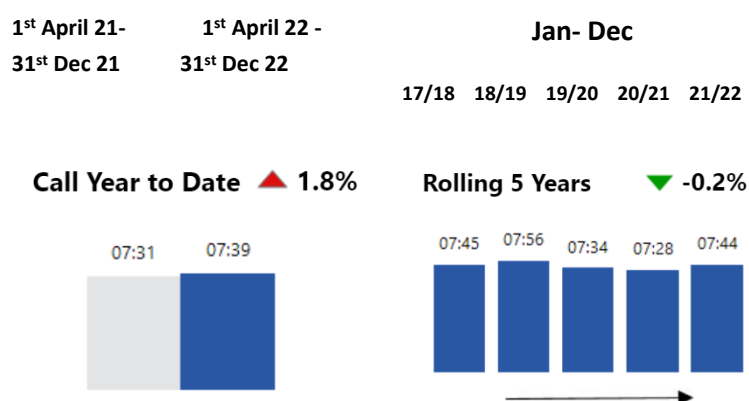
| Source Document | Location  | Contact Officer  |
|-----------------|---|--|
| IRMP 2020/24    | Hinchingbrooke Cottage<br>Brampton Road<br>Huntingdon | Jon Anderson<br>07711 444201<br><a href="mailto:jon.anderson@cambsfire.gov.uk">jon.anderson@cambsfire.gov.uk</a> |



### Overview and Scrutiny Committee – IRMP Performance Review 2022/23 Quarter 3

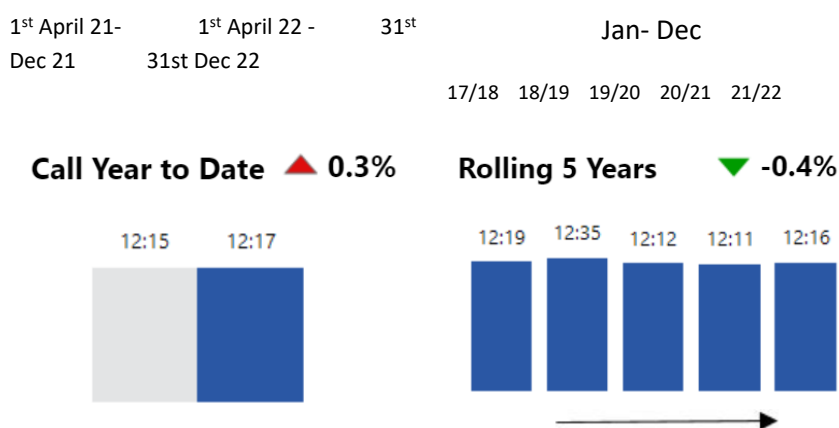
We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time. Most serious are defined as fires, rescues from water and road traffic collisions.

#### **Attendance times – first pump – most serious incidents – urban area within 9 minutes**



This quarter we are responding to the most serious incidents in urban areas in 7.39 this is up slightly from the same time last year which was 7.31. However, we are still well within our performance measure of 9 minutes for our urban attendance to most serious incidents.

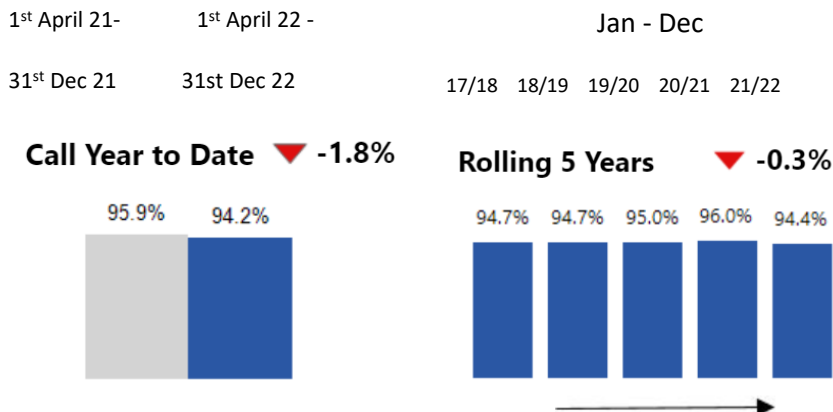
#### **Attendance times – first pump – most serious incidents – rural area within 12 minutes**



Rural attendance is running slightly high despite a good start to the call year.

Our current year performance is 12.17, which is up against last year by 2 seconds. The summer spate conditions have heavily impacted on our performance figures for this year. Looking at individual months we saw an average attendance time of 10.47 in October and 11.54 in November. However December was up at 13.15.

## Attendance times – first pump – all incidents within 18 minutes on 95% of occasions

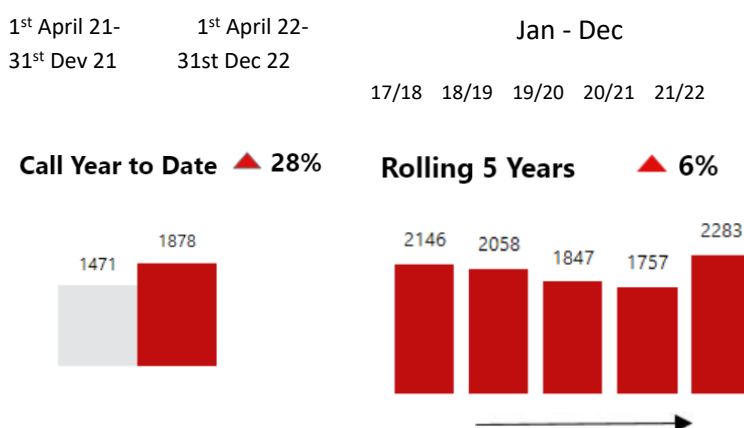


We came in below target for the current year to date with an achievement of 94.2%. This was again driven by the July and August spate conditions. We also see the December attendance times impacting here with other months all being above our target.

**We will be monitoring the following areas to ensure that we are making effective decisions about the targeting of our resources:**

- The number of primary and secondary fires.
- The number of associated deaths and injuries from fire.
- The number of people killed and seriously injured on our roads.
- The number and type of special services that we attend.
- The diversity of job applicants and employees.

## Total Fires

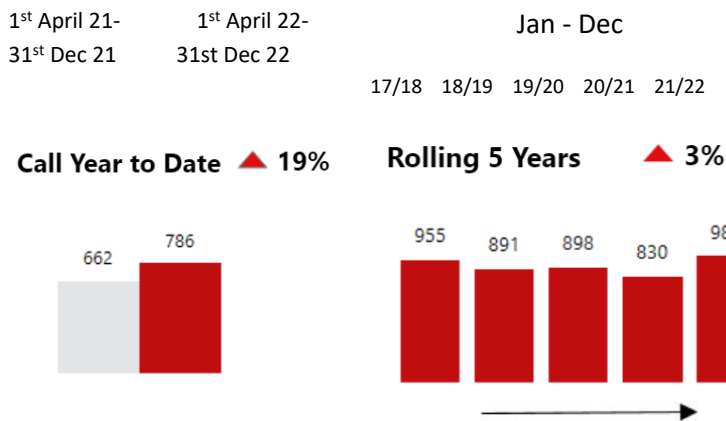


Total fires are down this quarter (336) compared to last year (417). The five-year average is 374 for this quarter.

Of the 336 fires, 212 were primary fires, 105 were secondary fires and 16 were chimney fires.

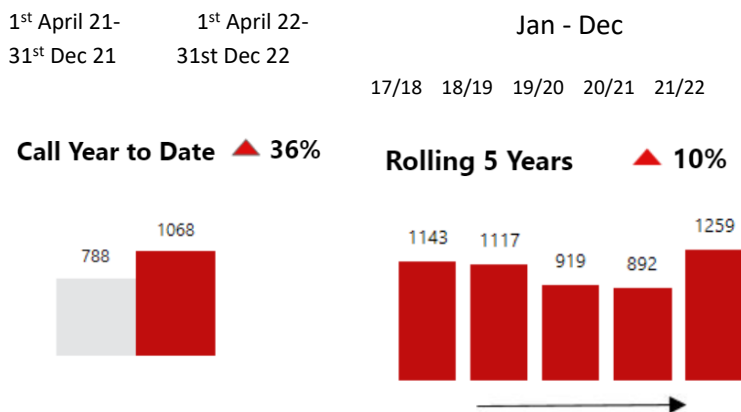
The rolling 12-month totals are up compared to the previous 12-month period, and this is because of the significant increase in incidents in July and August.

## Primary Fires



There has been a 19% increase on last call year to date however the rolling five-year figure is only up by 3%.

## Secondary Fires



There has been a 36% increase on the last call year to date, with the rolling five-year average up by 10%. This again is an impact of the summer spate conditions that we experienced.

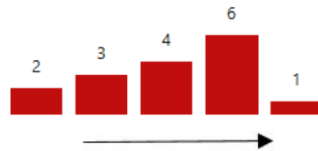
## Fire Deaths

1<sup>st</sup> April 21- 1<sup>st</sup> April 22- Jan - Dec  
31<sup>st</sup> Dec 21 31<sup>st</sup> Dec 22 17/18 18/19 19/20 20/21 21/22

**Call Year to Date** ▼



**Rolling 5 Years** ▼

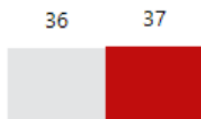


There have been no fire deaths in the first three quarters of this year.

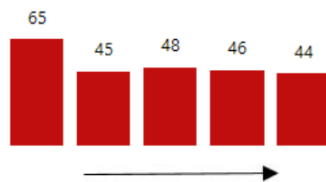
## Fire Casualty

1<sup>st</sup> April 21- 1<sup>st</sup> April 22- Jan - Dec  
31<sup>st</sup> Dec 21 31<sup>st</sup> Dec 22 17/18 18/19 19/20 20/21 21/22

**Call Year to Date** ▲ 3%



**Rolling 5 Years** ▼ -32%

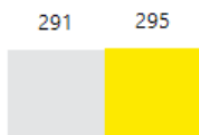


There were 8 fire injuries this quarter compared to 12 the previous year. The injuries all occurred at separate incidents; six occurred in fires in the home, one was at a non-domestic premises and one was at an outdoor structure.

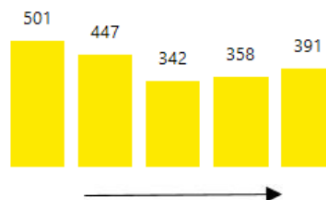
## Road Traffic Collisions (RTC's) attended

1<sup>st</sup> April 21- 1<sup>st</sup> April 22- Jan - Dec  
31<sup>st</sup> Dec 21 31<sup>st</sup> Dec 22 17/18 18/19 19/20 20/21 21/22

**Call Year to Date** ▲ 1%



**Rolling 5 Years** ▼ -22%



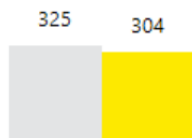
We have seen a decrease in the rolling five-year average for RTC's of 22%.

In the last quarter we attended 120 RTCs compared to 118 at the same time the previous year.

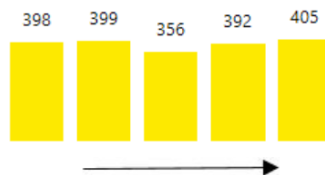
## People killed or seriously injured in Road Traffic Collisions

1<sup>st</sup> April 21- 1<sup>st</sup> April 22- Jan - Dec  
31<sup>st</sup> Dec 21 31<sup>st</sup> Dec 22 17/18 18/19 19/20 20/21 21/22

**Call Year to Date** ▼ -6%



**Rolling 5 Years** ▲ 2%

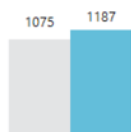


The numbers of people killed or seriously injured in RTC's is up by 2 % over the rolling five years. The call year to date is down by 6% on the same period last year.

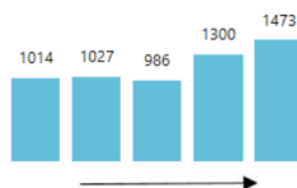
## Special Service incidents attended

1<sup>st</sup> April 21- 1<sup>st</sup> April 22 Jan - Dec  
31<sup>st</sup> Dec 21 31<sup>st</sup> Dec 22 17/18 18/19 19/20 20/21 21/22

**Call Year to Date** ▲ 10%



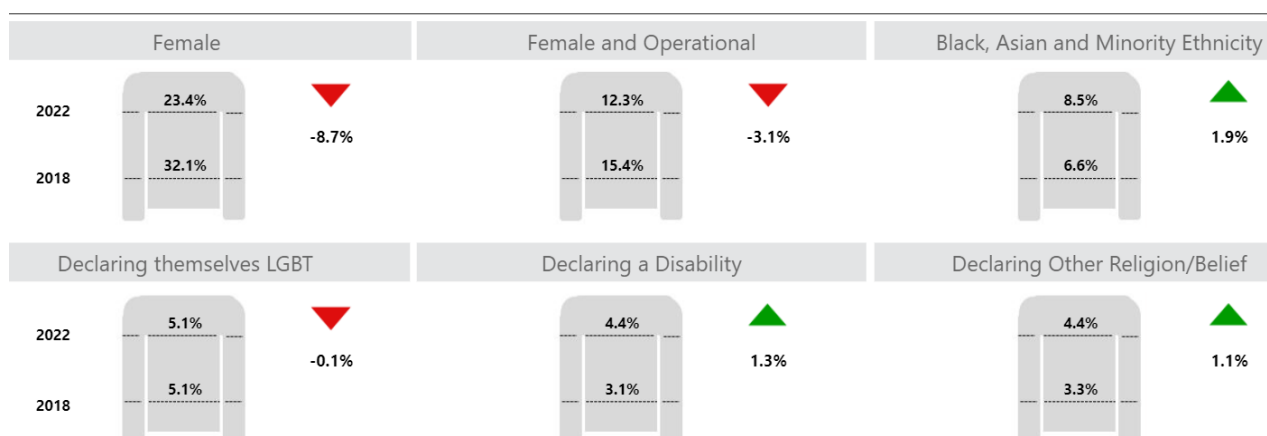
**Rolling 5 Years** ▲ 45%



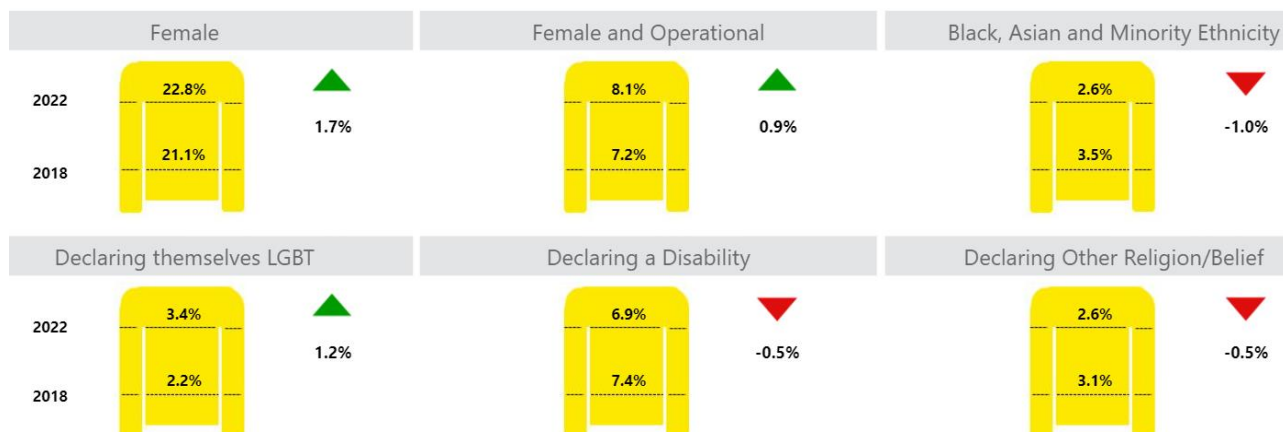
Special service over the five years sees an increase of 45% with 10% increase in the call year to date from 1075 to 1187.

Animal rescues, assist other agencies, co-responding, first responder, removal of objects from people and suicide attempts are the largest growth areas in the special services incidents, with all others remaining relatively consistent to the previous 12-month figures.

## Applicant Diversity over a rolling five years



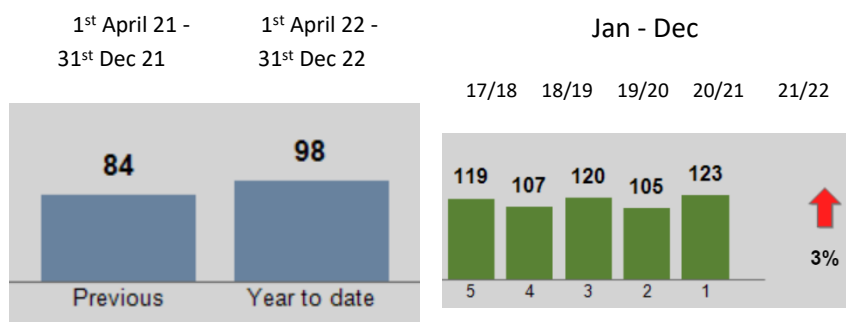
## Workforce Diversity



Our Full Time Equivalent (FTE) workforce at 31 December 2022 by main job was 538.4 and total headcount by main job was 629. These are both down from last year in Professional Support Services and down again from the previous quarter.

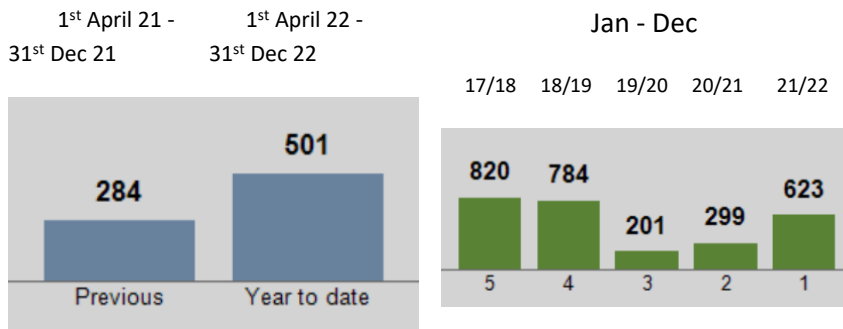
**We will be working to support businesses to ensure compliance with the Fire Safety Order and we monitor this through:**

### The number of non-domestic fires



There have been less non-domestic fires this quarter, there were 25 compared to 32 in the same period last year.

## The number of business engagements identified through our risk-based audit programme



There have been 114 business engagements carried out by the watches in quarter 3 compared to 98 last year.

**To ensure that we are delivering value for money for our communities we will monitor:**

**Our collaborations and the benefits that these bring to us, our partners and to our communities.**

We continually monitor our collaborations to ensure that they are continuing to deliver benefits to the Service or our communities. We will cease collaborations if we find that they are not delivering the benefits as required. We actively seek to collaborate and over the past year have entered new collaborations.

**Savings that we achieve through improving our business practices. These may be financial savings and/or more efficient ways of working.**

The Service looks to use technology to automate business processes and deliver improvements using technology. Work is delivered through the digital strategy to achieve these. Work has also been conducted to look at spend and identify ways to reduce these as well as engagement with suppliers to jointly look at ways to reduce the impacts of increased costs of goods. The service continually evaluates activities to ensure that they are delivering the anticipated benefits and that we are making best use of our resources. The service has also been engaged in reviewing finances and considering Financial Business Continuity Plans due to the predicted future budgetary pressures that will be faced. In recent contract renewals several savings have been achieved through negotiations and looking to the exchange rates on contract values. The Procurement Team has been providing challenge to inflationary increases to contracts.

**TO:** Overview and Scrutiny Committee

**FROM:** Deputy Chief Executive Officer - Matthew Warren

**PRESENTING OFFICER(S):** Deputy Chief Executive Officer – Matthew Warren  
Telephone: 07768 023436  
Email: [matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 20 April 2023

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## **FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT**

### **1. Purpose**

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an update against the projects for 2022/23.

### **2. Recommendation**

- 2.1 The committee is asked to note the Programme Status Report, as of March 2023, attached at Appendix 1.

### **3. Risk Assessment**

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

### **4. Background**

- 4.1 To support the service in its strategic planning process, the IRMP Action Plan for the financial year 2022/23 has been drafted to mitigate the risks posed to the service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the service's key stakeholders who have been identified as:
- Citizens of Cambridgeshire and Peterborough
  - All employees
  - Senior leadership team
  - Fire Authority
  - Regional fire and rescue services
  - Partners
  - Home Office and other government stakeholders.



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

## **5. Progress Report on Corporate Projects 2022/23**

- 5.1 The status of projects linked to delivery of corporate priorities is shown at Appendix 1.

## BIBLIOGRAPHY

| Source Document         | Location   | Contact Officer  |
|-------------------------|--|--|
| Programme Status Report | Fire Service HQ<br>Hinchingsbrooke Cottage<br>Huntingdon | Matthew Warren<br>01480 444619<br><a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a> |

| Type 3 (High)   |   |  |                     |  |
|---|---|--|---------------------|--|
| Projects  | Issues  | Successes  | Project Performance |  |
| <b>P108 Replacement ICCS &amp; Mobilising Solution</b><br><br><b>Project Sponsor: M Warren</b><br><b>Project Manager: N Hoad</b><br><br><b>Completion Date: Contract Award October 2019</b><br><br><b>Go Live: Autumn 2023</b><br><br><b>Overall status: Amber (against revised schedule)</b> | <p>Extended timescales for some planned works need monitoring as could cause issues for meeting timescales.</p> <p>Challenges with absence in the suppliers team but working with Systel to mitigate.</p> <p>Issue with the availability information integration testing. Cambridgeshire and Suffolk are working closely with the supplier to resolve the issue.</p> <p>Issues with the mobile data terminal integration has paused any testing in this area. Working with the suppliers to resolve the issues.</p> | <p>Reinstated temporary licence from Home Office means testing and training can now resume for the direct communication server.</p> <p>Crewing and data received on the platform and validation.</p> <p>Issue with gazetteer interface to the mobilising system is now resolved and training for Combined Fire Control is being planned to allow the addition of legacy address records to the Gazetteer.</p> <p>Good progress being made on training preparation including training materials, strategies and roll out plans. Discussions have also begun around the wider service training rollout.</p> <p>Session Initiation Protocol (SIP) conversations initiated between relevant parties to switch over emergency lines and work has begun on this.</p> | <b>Board</b>        |  |
|   |   |  | <b>Team</b>         |  |
|   |   |  | <b>Budget</b>       |  |
|   |   |  | <b>Risk</b>         |  |
|   |   |  | <b>Control</b>      |  |
|   |   |  | <b>Timescales</b>   |  |

## Business Development Programme Status Report March 2023

## Business Development Programme Status Report March 2023

|   |   |   |                   |  |
|---|---|---|-------------------|--|
| <p><b>P137 Review of Operations</b></p> <p><b>Project Sponsor: CFO</b><br/> <b>Project Manager: S Smith</b><br/> <b>Project Lead: S Thompson</b></p> <p><b>Completion Date: Phase 1 High Level Business Cases - May 2022</b></p> <p><b>Phase 2 Detailed Business Cases</b><br/> <b>Final summary of findings—31 July 2023</b></p> <p><b>Overall status: Green</b></p> | <p>No current major issues to report.</p> | <p>Paper taken to Chief Officer Advisory Group to update and sign off several areas including: <u>Most Serious Incident categorisation</u> – concept agreed including redeployment and upskilling stations to support. Ongoing work in these areas to create final reports ready for implementation.</p> <p><u>Specialist equipment</u> – mobilisation changes for Incident Command Unit, Incident Support Unit and Water Carrier being taken to ENCC (Executive Negotiation and Consultation Committee).</p> <p><u>Incident Command Unit Review</u> - underway, started work with ICT to plan for the removal of the contracts, interim changes to support Grenfell outcomes (including new equipment and screens in control) and axillary equipment being explored.</p> | <b>Board</b>      |  |
|   |   |   | <b>Team</b>       |  |
|   |   |   | <b>Budget</b>     |  |
|   |   |   | <b>Risk</b>       |  |
|   |   |   | <b>Controls</b>   |  |
|   |   |   | <b>Timescales</b> | Agreement for extension until 31 July 2023 |
| <p><b>P137 Review of Operations continued</b></p>   |   |   |                   |  |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  | <p><u>Incident Support Unit</u> – equipment review started.</p> <p><u>4x4</u> – two rapid 4x4 response vehicles identified to trial, work continues to source and embed before the summer.</p> <p><u>On-Call stations review</u> – continuing to review risk v cost, benefit analysis for three stations.</p> <p><u>Middle Managers Continuous Professional Development</u> – additional 10 days training agreed, currently being programmed for remaining of year.</p> <p>Other areas of note:</p> <ul style="list-style-type: none"> <li>• Financial Business Continuity Planning summary completed and passed to Chief Officers Advisory Group.</li> <li>• Ongoing work identifying On-Call analysis and additional equipment to support spate response.</li> <li>• New focus group attendees identified to support.</li> </ul> <p>New work packages created.</p> |  |  |
|--|--|--|--|--|

# Business Development Programme Status Report

March 2023

|  |   |  |                  |   |
|--|---|--|------------------|---|
|  |   |  |                  |   |
| <b>P135 Finance System Software Replacement Project</b><br><br><b>Project Sponsor: M Warren</b><br><b>Project Manager: U Bird</b><br><br><b>Completion Date: November 2023</b><br><b>Overall status: Green</b> | <p>A large amount of working hours needed to complete the workshops, configuration and documentation by Finance. This may cause conflicting priorities and may impact the planned timescales (Go live target date was October 2023 and is now early November 2023).</p> <p>Work is intensive for the Finance Team as this will take a considerable amount of their resources.</p> | <p>Introduction and kick-off meetings completed in February. Workshops booked in during March, April and May for training, data migration and configuration.</p> <p>Internal resources – workshops booked in with internal staff.</p> <p>Communications about User Acceptance Testing being drafted and planned to go out mid-March.</p> | <b>Board</b>     |   |
|  |   |  | <b>Team</b>      |   |
|  |   |  | <b>Budget</b>    |   |
|  |   |  | <b>Risk</b>      |   |
|  |   |  | <b>Controls</b>  |   |
|  |   |  | <b>Timescale</b> | Original target 1 October pushed back to 1 November |

# Business Development Programme Status Report

March 2023

| Projects  | Issues   | Successes   | Project Performance |   |
|---|--|---|---------------------|---|
| <b>P140 Microsoft 365 implementation and cultural change</b><br><br><b>Project Sponsor: J Fagg</b><br><b>Project Manager: TBC</b><br><b>Completion date: Two years</b><br>First three months scoping the tools to be delivered.<br>Two months in planning the roll out, 19 months dedicated to the roll out and cultural change activities to achieve the project objectives.<br><b>Overall status: In planning</b> |  | Job evaluation and job description completed – agreement from Chief Officers Advisory Group to continue to recruit to this post.<br><br>Recruitment timeline completed and post to be advertised on 10 March 2023 for a two week period.<br><br>Once Project Manager appointed the project will be initiated. | <b>Board</b>        |   |
|   |  |   | <b>Team</b>         |   |
|   |  |   | <b>Budget</b>       |   |
|   |  |   | <b>Risk</b>         |   |
|   |  |   | <b>Controls</b>     |   |
|   |  |   | <b>Timescales</b>   |   |
| <b>P126 Huntingdon Relocation</b><br><br><b>Project Sponsor: M Warren</b><br><b>Project Manager: J Houseago</b><br><b>Completion date:</b><br><b>Planning phase – August 2021 COMPLETE</b><br><b>Build completion October 2022 COMPLETE</b><br><b>Move – January 2023</b>   | Working through high priority snagging items as quickly as possible. Now 43 snagging items which has reduced significantly but a few not being resolved as quickly as had hoped. | As of 1 February 2023, operational crews were responding from the new site.<br><br>On 8 March 2023, colleague tours undertaken following this, the site was open to all.<br><br>Welcome pack will be issued to all staff members providing key information and guidance                                       | <b>Board</b>        |   |
|   |  |   | <b>Team</b>         |   |
|   |  |   | <b>Budget</b>       | Fixtures and fittings element of the budget has been increased. |

|  |  |   |                  |  |
|--|--|---|------------------|--|
| <b>Status: Green</b>   |  | <p>on hot desking, use of utilities/facilities etc.</p> <p>The final elements of the commissioning stage are due to conclude over the next couple of weeks, any items identified post this will fall into business as usual activity for the Property Team.</p> <p>The Project Team continue to record snagging issues that are identified along with conducting regular reviews to ensure these are acknowledged and where applicable addressed. Property Team will shortly take over this process as business as usual.</p> <p>Next steps are to work through all admin related activities including full review of action, risk and issues logs, budget and producing an End Project Report.</p> | <b>Risk</b>      |  |
|  |  |   | <b>Controls</b>  |  |
|  |  |   | <b>Timescale</b> |  |
| <b>P122 Training Centre Review</b><br><br><b>Project Sponsor: W Swales</b><br><b>Project Manager: V Best</b><br><br><b>Trial start date December 2022 for two years.</b> |  | <p>Completed and undergoing trial for two years (end 2024). End Project Report has been completed and will be presented to Programme Board.</p>   | <b>Board</b>     |  |
|  |  |   | <b>Team</b>      |  |
|  |  |   | <b>Budget</b>    |  |
|  |  |   | <b>Risks</b>     |  |



# Business Development Programme Status Report

March 2023

|  |  |  |                  |  |
|--|--|--|------------------|--|
| <b>Project Closure: Project to be closed in January 2023.</b><br><b>Review of Trial - TBD</b><br><b>Status: Green (against revised trial dates)</b>  |  |  | <b>Control</b>   |  |
|  |  |  | <b>Timescale</b> |  |
| <b>P141 Replacement for TRIM</b><br><br><b>Project Sponsor: S Newton</b><br><b>Project Manager: G George/C Durrant</b><br><br><b>Completion date: Phase 1 Business Case April 2023</b><br><b>Status: Green</b><br><b>P141 Replacement for TRIM cont.</b> |  | <p>Kick off meeting took place in February 2023. Good input with risks and issues identified. From this, a number of people have expressed an interest in becoming involved as the project progresses. Risk scoring with control measures completed.</p> <p>Further meeting with Suffolk FRS scheduled for 23 March 2023 to discuss possible replacement process of particular interest.</p> <p>Meeting to be scheduled with Project Sponsor to discuss options.</p> | <b>Board</b>     |  |
|  |  |  | <b>Team</b>      |  |
|  |  |  | <b>Budget</b>    |  |
|  |  |  | <b>Risks</b>     |  |
|  |  |  | <b>Control</b>   |  |
|  |  |  | <b>Timescale</b> |  |

## Type 2 Projects

| Project   | Issues | Successes  | Project Performance |  |
|---|--------|--|---------------------|--|
| <b>P138 On-Call Initiatives</b><br><br><b>Project Sponsor: S Smith</b><br><b>Project Manager: K Andrews</b><br><br><b>Five separate workstreams</b><br><br><b>Completion</b><br><b>13.5 Ladders Q1 2022 Closed</b><br><b>Co-Responding Q2 2022 Closed</b><br><b>Papworth to Cambourne Q1 2022 - Closed</b><br><b>Crewing Q4 2022 Closed</b><br><b>Business Hub Q3 2022 Closed</b><br><br><b>Status: Green</b> |        | All workstreams from the five initiatives completed.<br><br>Overarching End Project Report for all On-Call initiatives in this project to be presented to Programme Board. | Board               |  |
|   |        |  | Team                |  |
|   |        |  | Budget              |  |
|   |        |  | Risk                |  |
|   |        |  | Control             |  |
|   |        |  | Timescales          |  |

**TO:** Overview and Scrutiny Committee

**FROM:** Area Commander, Operational Response and Fire Protection - Stuart Smith

**PRESENTING OFFICER(S):** Area Commander - Stuart Smith  
Telephone: 07900 267853  
Email: [stuart.smith@cambsfire.gov.uk](mailto:stuart.smith@cambsfire.gov.uk)

**DATE:** 20 April 2023

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## **GRENFELL DISASTER ACTION PLAN AND RELATED WORKS - UPDATE**

### **1. Purpose**

- 1.1 The purpose of this report is to update the Overview and Scrutiny Committee on the progress of Cambridgeshire Fire and Rescue Service (CFRS) against its Grenfell Disaster Action Plan following the publication of the findings from the Grenfell Inquiry.

### **2. Recommendation**

- 2.1 The committee is asked to note the information within this report and specifically the works completed and underway to improve processes outlined at Paragraph 7.

### **3. Risk Assessment**

- 3.1 The risk assessment is based on the information provided by the National Fire Chiefs Council (NFCC), previously presented to the authority in February 2022 and knowledge of fire safety inspectors within the organisation. This is subject to change over the coming year before the bill is laid in Parliament:
- 3.2 **Political** – The Grenfell Action Plan is reported on to the Home Office (HO) on a regular basis. Our response to the action plan is also reviewed by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) primarily looking at how we respond to incidents in tall buildings. There is also a strong link to new legislations such as the Fire Safety Act (FSA) and the Building Safety Act (BSA). These acts provide the Building Safety Regulator (Health and Safety Executive) with the power to direct fire and rescue services to provide resources to them to assist with their work.
- 3.3 **Economic** – It is recognised by the NFCC and HO that, on average, a 30% increase in fire safety inspectors would be required to provide the function required of the Building Safety Regulator (BSR). It has been calculated that this would mean an additional £20 million per annum required for fire and rescue services nationally. There is a charge back scheme that regional fire and rescue services have signed up to through Chief Fire Officers (CFO).

- 3.4 **Social** – Ensuring we can effectively respond to fire in tall buildings is vital to provide assurance to the public who reside within or near to these premises. Naturally, following the tragic Grenfell incident some Cambridgeshire residents became concerned about our response. Work with fire protection (FP) and community safety (CS) teams at tall building premises has helped reassure residents. We also regularly exercise at these premises (where we can) to test our response and learn for future events. This presence has also provided additional reassurance to local residents.
- 3.5 **Technological** – There is a large focus in the Grenfell Action Plan on technology and the sharing of simultaneous information between key commanders when responding to an incident. Investment in technology will be needed to allow us to be compliant with the national recommendations and specifically, the ability for inspectors and responsible persons of buildings to share data electronically.
- 3.6 **Legislative** – There is a legal requirement upon the authority to inspect and enforce the Regulatory Reform (Fire Safety) Order (2005). The new Fire Safety Act 2021, Fire Safety (England) Regulations 2021 and the Building Safety Act (2022) will mean we are likely to have more legal duties to comply with and enforce against. This will require the service to ensure we have sufficiently qualified employees with the appropriate experience to enforce the legislation.
- 3.7 **Environmental** - We will spend more time delivering audits and exercising on high-risk buildings, especially within our cities. Working collaboratively there is the option of undertaking desktop as well as practical exercises. As part of our sustainability model, we have introduced bicycles to allow our inspectors to travel around these urban areas, reducing our carbon footprint as our delivery increases. The service also utilises electric vehicles with availability across our estate.

## 4. Background

- 4.1 Following the tragic Grenfell incident an inquiry was commissioned. This inquiry shared Phase One findings in October 2019. Phase Two of the inquiry is now closed to the public and the final report is being considered. The service immediately took the available findings and formulated an action plan.
- 4.2 The action plan has 43 areas for consideration and where required, implementation. It also sets out areas for legislation change.
- 4.3 This action plan is monitored and updated by a key group of stakeholders from across the organisation and reported into the HO on a six-monthly basis. At the time of writing, the service had submitted its latest review ahead of the 15 April 2023 deadline.

## 5. Funding

- 5.1 CFRS was given a grant of £55,182.53 to help implement and improve our response to tall building fires.
- 5.2 Initially, we used some of this money to purchase smoke hoods (£27,145). These can be worn by members of the public when removing them through smoke filled

rooms and out of a building, helping them breath filtered air throughout. CFRS were already implementing this prior to the release of the Phase One recommendations.

- 5.3 There is a sum of money left (£14,237.53) and we plan to spend this on upgrading our electronic communication (electronic evacuation boards), exercising and testing our processes when responding to a fire in a tall building.

## **6. Fire Protection (FP) Activities**

- 6.1 Our FP team has been actively engaged with 'in scope building' responsible persons to ensure the building meet the standards under the new legislation that has recently been enacted (Fire Safety Act and Building Safety Act). A review of all tall buildings over 18m or more than seven floors within Cambridgeshire (twenty in total) is ongoing and appropriate action will be taken against responsible persons who are not compliant with the relevant legislation. We continue to lead the way in this area, working with our legal advisor to create documentation to help ensure we are legally compliant when issuing fire protection notices involving this new legislation.
- 6.2 We have also grown our FP department using the uplift grant funding. This is year on year funding and not guaranteed but has allowed us to upskill colleagues, develop our processes and make the department more efficient and effective whilst preparing for the additional workload relating to the new legislation.
- 6.3 BSR has formed a multi-disciplinary team for the eastern region of which, initially, CFRS personnel will not be part of. Moving into year two/three we are likely to see someone being seconded and then we can recharge the cost of this individual to the Health and Safety Executive.

## **7. Plan of Action**

### **7.1 Our Response**

- 7.1.1 CFRS initially established a large multifaceted team to allocate and oversee the implementation of recommendations. This system was working well, however, due to the pandemic we had to establish a more hybrid method of addressing the required work. The team was reduced in size, work packages were allocated and monthly team meetings established with work package owners scrutinising and gauging progress.
- 7.1.2 The team reviewing and implementing these national recommendations were confident that several of the recommendations may have already been addressed by action undertaken as far back as 2013. CFRS asked for a peer review by a colleague who is currently seconded to the NFCC. The result of this confirmed that, through historical actions and improvements, CFRS had indeed already complied with some recommendations. Further work was undertaken on all other recommendations to ensure these areas had been reviewed and that all opportunities to improve had been explored.
- 7.1.3 During the pandemic some fire and rescue services suspended their Phase One response however CFRS continued despite the additional pressures that period of

restrictions presented. All operational members of staff were given (virtual) 'tall building behaviour whilst involved in fire' training.

- 7.1.4 Assurance has been a key part of any change/improvement implemented. We have worked with bordering fire and rescue services to share data and our actions in response to the recommendations. We have tested against any new procedures that we have adopted using tabletop and multi appliance exercises. This has ensured that all colleagues have been brought on the journey as we implemented the recommendations from Phase One of the inquiry.

## 7.2 Work Completed

- 7.2.1 At the time of writing, CFRS has completed 38 of the 43 recommendations, with a predicted completion date of September 2023. Assurance of the improvements remains ongoing and will continue to be reviewed by the Grenfell Recommendations Implementation Team.

- **Training** - CFRS will ensure that all responders will be appropriately trained for responding to fires in tall buildings, that all commanders have understanding relating to the transition between phases of evacuation. Additionally, the behaviour of tall buildings when involved in fire will be communicated. Training all colleagues in the use of electronic evacuation boards enabling Combined Fire Control, Command Unit and Bridgehead to see simultaneous information about who is in the building, what rooms have been cleared, what information individuals have been told and the calls being received into Combined Fire Control will be undertaken.
- **Legislation** - FP teams have worked to ensure CFRS are compliant with the new legislation, primarily allowing the electronic flow of information about tall buildings into CFRS from responsible persons. As an enforcing authority FP teams continue to work with responsible persons of these buildings and where required will enforce against the Fire Safety Order (including the new legislation mentioned above).
- **Equipment** - CFRS has provided smoke hoods to all front-line appliances and continues to invest in technological solutions for assisting with fires in tall buildings which has been identified through the recommendations.
- **Policy** - CFRS has adopted National Operational Guidance and continues to develop procedures and policies in line with Grenfell recommendations to ensure safety to responders and residents of tall buildings.
- **Communications** - CFRS had invested in this area prior to the Grenfell incident and as such has good communication via our breathing apparatus sets and fire ground radios. Further updates on electronic communication technology are being implemented including the use of fixed TV screens in Combined Fire Control and mobile tablets on the incident ground. Later this year, as part of programme management, we will launch a project to review fire ground data provision; this project will aim to further support and improve fire ground communication.

### 7.3 Outstanding Areas of Work

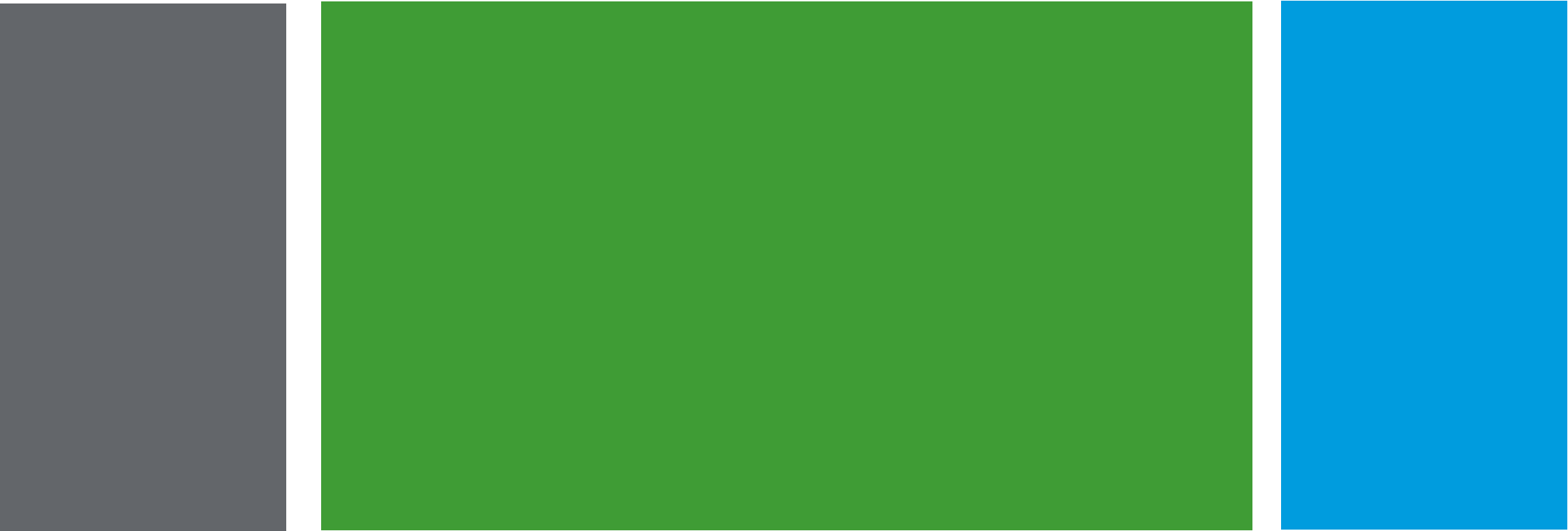
- 7.3.1 FP teams will be visiting all twenty tall buildings to ensure they are compliant with the new legislation including sharing of electronic plans, fitting secure information boxes on each building, way finder signage and reviewing external wall systems and front doors of flats on or within the tall building.
- 7.3.2 Electronic evacuation boards are currently being implemented along with associated infrastructure. Training and exercising are also being completed. This was a development that was due to be implemented in the coming months however following feedback from a HMICFRS desktop review we felt the need to escalate this implementation.
- 7.3.3 Review Incident Command Unit (ICU) - In conjunction with electronic evacuation boards the ICU technology is being reviewed to ensure it is fit for purpose and will function as required when attending a tall building fire.
- 7.3.4 Operational Fire Standards - A board has been established to ensure that when fire standards are released for review and then published, a gap analysis is completed and a plan established into how the standard will be met (unless we already have processes in place over and above the new standard). Fire standards that relate to Grenfell recommendations are being reviewed with action plans in place to implement improvements where needed.

### 8. National Picture in Response to the Inquiry

- 8.1 There hasn't been a national update on progress since August 2022. Once the latest data that is being submitted now has been processed, an update will be produced on all fire and rescue services' actions against the recommendations.
- 8.2 It is worthy of note that, as of August 2022, CFRS was in the top percentage of all fire and rescue services for completion rates.

### BIBLIOGRAPHY

| Source Documents  | Location   | Contact Officer   |
|---|--|---|
| Grenfell Action Plan<br>Fire Authority Building<br>Safety Bill - Update<br>Report | Fire Service Headquarters<br>Hinchbrook Cottage<br>Brampton Road<br>Huntingdon | Stuart Smith<br>Area Commander Operational<br>Response and Fire Protection<br><br>07900267853<br><br><a href="mailto:stuart.smith@cambsfire.gov.uk">stuart.smith@cambsfire.gov.uk</a> |



# CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

Internal Audit Strategy 2023/24

Presented at the Overview and Scrutiny meeting of: 20 April 2023

This report is solely for the use of the persons to whom it is addressed.  
To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.



## EXECUTIVE SUMMARY

In preparing our Internal Audit Plan for 2023/24 we have worked closely with management to produce an audit programme which remains mindful of the continuing developments and challenges around Covid-19. Whilst this plan is presented for consideration by the Overview and Scrutiny Committee, we will continue to hold regular meetings with management, during the year, to deliver an internal audit programme which remains flexible and 'agile' to ensure it meets your needs in these ever changing circumstances.

The key points to note from our plan are:



**2023/24 Internal Audit priorities:** Internal audit activity for 2023/24 is based on analysing your corporate objectives, risk profile and assurance framework as well as other factors affecting you in the year ahead, including changes within the sector. Our detailed plan for 2023/24 is included at Section 1.



**Level of Resource:** The level of resource required to deliver the plan is 70 days, £38,220 with our day rates in line with the tender submission. We will continue with our approach of introducing the use of technology when undertaking our operational audits. We have embraced more ways of using technology to undertake our audit work including; the use of 4questionnaires, MS Teams meetings, secure web portals for audit data sharing (Huddle) and data analytics technology. This will strengthen our sampling and focus our audit testing. Refer to Appendix A.



**Core Assurance:** In addition to our core audit areas, we have focused our coverage on key risks to the organisation such as **Contaminants and Staff Health and Safety**, and **Culture**.



**'Agile' approach:** Our approach to working with you has always been one where we will respond to your changing assurance needs. By employing 'agile' or a 'flexible' approach to our service delivery, we are able to change the focus of audits / audit delivery; keeping you informed of these changes in our progress papers to the Overview and Scrutiny Committee during the year

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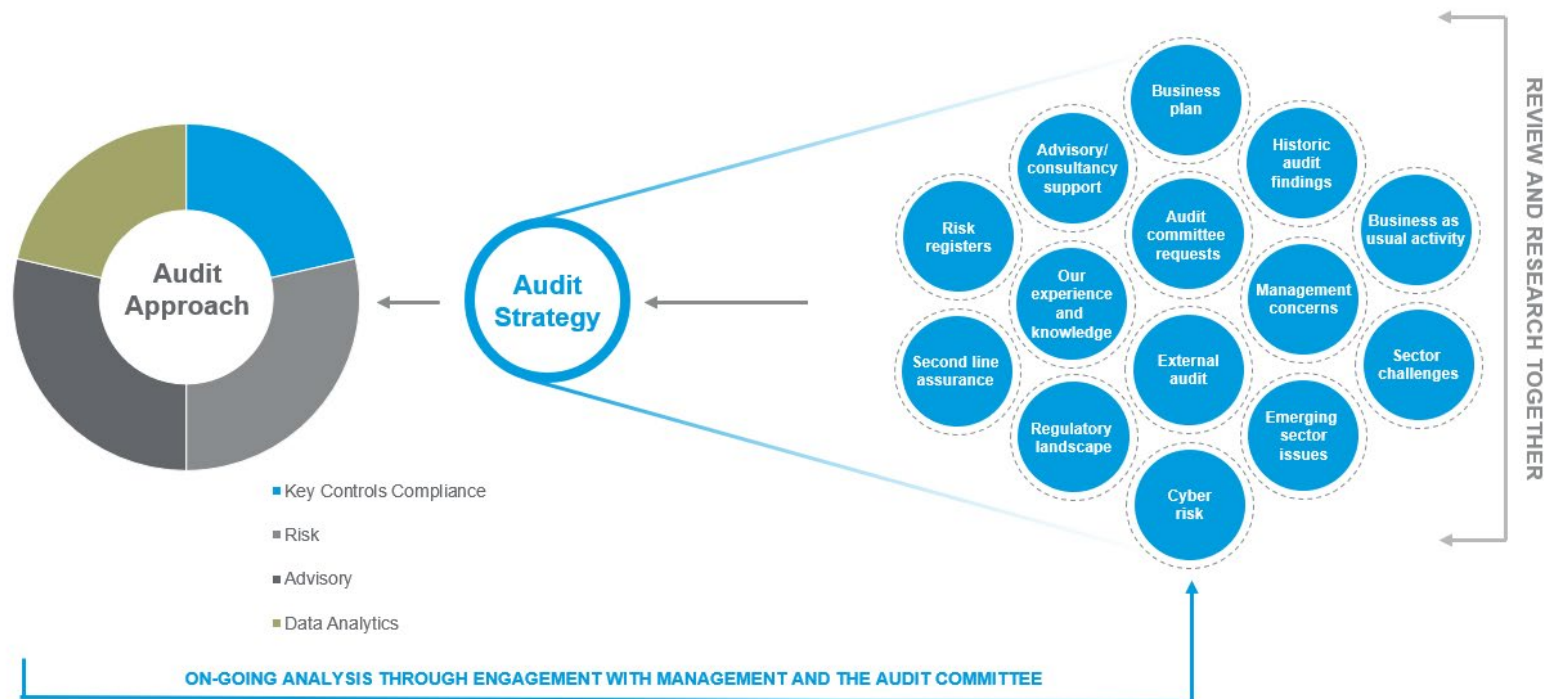
# 1. YOUR INTERNAL AUDIT PLAN 2023/24

Our approach to developing your internal audit plan is based on analysing your corporate objectives and risk profile as well as other factors affecting Cambridgeshire and Peterborough Fire Authority in the year ahead, including changes within the sector.

## Risk management processes

We have evaluated your risk management processes and consider that we can place reliance on your risk registers to inform the internal audit strategy. We have used various sources of information (see Figure A below) and discussed priorities for internal audit coverage with senior management.

Figure A: Audit considerations – sources considered when developing the Internal Audit Strategy.



Based on our understanding of the organisation, the information provided to us by stakeholders, and the regulatory requirements, we have developed an annual internal plan for the coming year and a high level strategic plan (see Section 2 and Appendix B for full details).

## 2. INTERNAL AUDIT PLAN 2023/24

The table below shows each of the reviews that we propose to undertake as part of the internal audit plan for 2023/24. The table details the strategic objective which may warrant internal audit coverage. This review of your risks allows us to ensure that the proposed plan will meet the organisation's assurance needs for the forthcoming and future years. As well as assignments designed to provide assurance or advisory input around specific risks, the strategy also includes: time for following up the implementation of actions and an audit management allocation.

|  | Audit approach | Fee    | Proposed timing |
|--|----------------|--------|-----------------|
| <b>Strategic Objective: Operational Excellence</b>   |                |        |                 |
| <b>Medium Term Financial Planning</b>  | Risk based     | £5,700 | Q1              |
| Review of the planning framework to develop the medium-term financial plans, this will include a review of the assumptions that feed into the plan to ensure these have a sound and documented basis.  |                |        |                 |
| <b>Strategic Objective: Value for Money</b>  |                |        |                 |
| <b>Estates Utilisation</b>   | Risk based     | £4,000 | Q1              |
| This review will consider the identification and monitoring arrangements in respect of the effective utilisation of the Estate.  |                |        |                 |
| <b>Procurement</b>   | Risk based     | £4,000 | Q3              |
| This audit will assess the effectiveness of the Procurement process in place for the purchase of goods and services through contracts awarded via tender and how the organisation ensures that value for money is considered.  |                |        |                 |
| <b>Strategic Objective: People</b>   |                |        |                 |
| <b>Contaminants and staff health and safety</b>  | Risk based     | £4,500 | Q2              |
| Review of the Service's approach managing contaminants and staff health and safety in the workplace including policies and procedures, training, risk assessments, reporting of issues, monitoring compliance, RIDDOR reporting and lessons learnt. Where possible we will compare best practice with Bedfordshire Fire.                         |                |        |                 |
| <b>Culture</b>   | Risk based     | £5,700 | Q3              |
| This review will consider the systems and processes the organisation has in place to ensure ethical behaviours are followed and to ensure that diversity and inclusion standards are maintained across the organisation.<br>We will use an E-questionnaire and issue to staff to obtain wide feedback on the operation of systems and processes. |                |        |                 |

|  | Audit approach | Fee    | Proposed timing     |
|--|----------------|--------|---------------------|
| <b>Core Systems</b>  |                |        |                     |
| <b>Key Financial Controls - Implementation of New Finance System</b><br>To provide an independent review over the implementation of the new finance system. This will include how assurance has been gained that all information has been accurately transferred, the training of key staff and whether procedural documentation has been updated to reflect the new system. | Compliance     | £4,100 | Q4                  |
| <b>Other</b>   |                |        |                     |
| <b>Management</b><br>This will include: <ul style="list-style-type: none"> <li>• Annual planning</li> <li>• Preparation for, and attendance at, overview and scrutiny committee</li> <li>• Regular liaison and progress updates</li> <li>• Liaison with external audit and other assurance providers</li> </ul>  |                | £5,220 | Throughout the year |
| <b>Follow Up</b><br>To meet internal auditing standards, and to provide assurance on action taken to address recommendations previously agreed by management.  |                | £2,000 | Q4                  |
| <b>Audit Strategy/Annual Report</b><br>This will include: <ul style="list-style-type: none"> <li>• Internal Audit Needs Assessment / Strategic and Annual Internal Audit Plans</li> <li>• Preparation of the annual internal audit opinion</li> </ul>  |                | £3,000 | Throughout the year |

A detailed planning process will be completed for each review, and the final scope will be documented in an Assignment Planning Sheet. This will be issued to the key stakeholders for each review.

## **2.1 Working with other assurance providers**

The Overview and Scrutiny Committee is reminded that internal audit is only one source of assurance and through the delivery of our plan we will not, and do not, seek to cover all risks and processes within the organisation.

We will however continue to work closely with other assurance providers, such as external audit to ensure that duplication is minimised, and a suitable breadth of assurance obtained.

# APPENDIX A) YOUR INTERNAL AUDIT SERVICE

Your internal audit service is provided by RSM UK Risk Assurance Services LLP. The team will be led by Suzanne Rowlett as your Head of Internal Audit, supported by Louise Davies as your client manager.

## Fees

Our fee to deliver the plan is £38,220 (excluding VAT)].

## Core team

The delivery of the 2023/24 audit plan will be based around a core team. However, we will complement the team with additional specialist skills where required.

## Conformance with internal auditing standards

RSM affirms that our internal audit services are designed to conform to the Public Sector Internal Audit Standards (PSIAS).

Under PSIAS, internal audit services are required to have an external quality assessment every five years. Our risk assurance service line commissioned an external independent review of our internal audit services in 2021 to provide assurance whether our approach meets the requirements of the International Professional Practices Framework (IPPF), and the Internal Audit Code of Practice, as published by the Global Institute of Internal Auditors (IIA) and the Chartered IIA, on which PSIAS is based.

The external review concluded that RSM 'generally conforms\*' to the requirements of the IIA Standards' and that 'RSM IA also generally conforms with the other Professional Standards and the IIA Code of Ethics. There were no instances of non-conformance with any of the Professional Standards'.

\*The rating of 'generally conforms' is the highest rating that can be achieved, in line with the IIA's EQA assessment model.

## Conflicts of interest

We are not aware of any relationships that may affect the independence and objectivity of the team, and which are required to be disclosed under internal auditing standards.

## Corporate responsibility

At RSM we believe it is our responsibility to positively impact on our society and the environment. We have three pillars of corporate responsibility: environment, charity and community. For more details on RSM's commitment visit our website: [Corporate responsibility | RSM UK](#).

## APPENDIX B) INTERNAL AUDIT STRATEGY 2023/24

The table below shows an overview of the audit coverage to be provided through RSM's delivery of the internal audit strategy. This has been derived from the process outlined in Section 1 above, as well as our own view of the risks facing the sector as a whole

| Assurance Provided                                       |         |                        |         |         |                              |   |
|--|---------|------------------------|---------|---------|------------------------------|---|
|  | 2018/19 | 2019/20                | 2020/21 | 2021/22 | 2022/23                      | 2023/24   |
| Red - Minimal Assurance / Poor Progress                  |         |                        |         |         |                              |   |
| Amber/red - Partial Assurance / Little Progress          |         |                        |         |         |                              |   |
| Amber/green - Reasonable Assurance / Reasonable Progress |         |                        |         |         |                              |   |
| Green - Substantial Assurance / Good Progress            |         |                        |         |         |                              |   |
| Advisory / AUP   |         |                        |         |         |                              |   |
| IDEA   |         |                        |         |         |                              |   |
| Audit Area   |         |                        |         |         |                              |   |
| Integrated Risk Management Planning Framework            |         |                        |         |         |                              |   |
| Budgetary Control & Efficiency Savings Plan              |         | Included in IRMP audit |         |         | To be included in IRMP audit |   |
| Medium Term Financial Planning                           |         |                        |         |         |                              | ✓   |
| Procurement  |         |                        |         |         |                              | ✓   |
| Cyber Security   |         |                        |         |         |                              | Note: We will not be undertaking a review of Cyber Security as we have been advised that the organisation receives its own assurances in this area. |
| Capital Projects – Training Centre                       |         |                        |         |         |                              |   |
| Training Centre Resourcing                               |         |                        |         |         |                              |   |
| Sickness Absence Management                              |         |                        |         |         |                              |   |



| Assurance Provided |  |
|--------------------|--|
|                    | Red - Minimal Assurance / Poor Progress                  |
|                    | Amber/red - Partial Assurance / Little Progress          |
|                    | Amber/green - Reasonable Assurance / Reasonable Progress |
|                    | Green - Substantial Assurance / Good Progress            |
|                    | Advisory / AUP   |
|                    | IDEA   |

## Audit Area

|   | 2018/19     | 2019/20     | 2020/21     | 2021/22   | 2022/23     | 2023/24 |
|---|-------------|-------------|-------------|-----------|-------------|---------|
| Human Resources                                       | Green       | Amber/red   |             | Green     |             |         |
| Asset and Fleet Management System                     | Amber/red   |             |             | Amber/red |             |         |
| Debrief Following Complex Incidents                   |             | Amber/green |             |           | Amber/green |         |
| CFMIS – Collection and Update of Risk Information     |             | Amber/red   |             | Green     |             |         |
| System Ownership                                      |             | Amber/green |             |           | Amber/green |         |
| Risk Management                                       | Amber/green |             | Amber/green |           | Green       |         |
| Governance  | Green       |             | Amber/green |           | Amber/green |         |
| Key Financial Controls                                | Green       | Green       | Amber/green | Green     | Amber/green | ✓       |
| Estates & Property Maintenance                        |             |             |             |           |             | ✓       |
| Health and Safety                                     |             |             |             |           |             | ✓       |
| Fleet Management (Policies and procedures – Advisory) |             |             | Advisory    |           |             |         |

| Assurance Provided |  |
|--------------------|--|
|                    | Red - Minimal Assurance / Poor Progress                  |
|                    | Amber/red - Partial Assurance / Little Progress          |
|                    | Amber/green - Reasonable Assurance / Reasonable Progress |
|                    | Green - Substantial Assurance / Good Progress            |
|                    | Advisory / AUP   |
|                    | IDEA   |

| 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------|---------|---------|---------|---------|---------|
|         |         |         |         |         |         |

## Audit Area

Shared Services

General Data Protection Regulation (GDPR)



Culture



Brexit Preparedness



# APPENDIX C) INTERNAL AUDIT CHARTER

## Need for the charter

This charter establishes the purpose, authority and responsibilities for the internal audit service for Cambridgeshire and Peterborough Fire Authority. The establishment of a charter is a requirement of the Public Sector Internal Audit Standards (PSIAS), and approval of the charter is the responsibility of the overview and scrutiny committee.

The internal audit service is provided by RSM UK Risk Assurance Services LLP ("RSM").

We plan and perform our internal audit work with a view to reviewing and evaluating the risk management, control and governance arrangements that the organisation has in place, focusing in particular on how these arrangements help you to achieve its objectives. The internal audit function is required to comply with the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF) as follows:

- Core principles for the professional practice of internal auditing;
- Definition of internal auditing;
- Code of ethics; and
- The Standards.

## Mission of internal audit

As set out in the PSIAS, the mission articulates what internal audit aspires to accomplish within an organisation. Its place in the IPPF is deliberate, demonstrating how practitioners should leverage the entire framework to facilitate their ability to achieve the mission.

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*"To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight".*

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## Independence and ethics

To provide for the independence of internal audit, its personnel report directly to the Director, Suzanne Rowlett (acting as your head of internal audit). The independence of RSM is assured by the internal audit service reporting to the chief executive, with further reporting lines to the Deputy Chief Executive.

The head of internal audit has unrestricted access to the chair of overview and scrutiny committee to whom all significant concerns relating to the adequacy and effectiveness of risk management activities, internal control and governance are reported.

Conflicts of interest may arise where RSM provides services other than internal audit to Cambridgeshire and Peterborough Fire Authority. Steps will be taken to avoid or manage transparently and openly such conflicts of interest so that there is no real or perceived threat or impairment to independence in providing the internal audit service. If a potential conflict arises through the provision of other services, disclosure will be reported to the overview and scrutiny committee. The nature of the disclosure will depend upon the potential impairment and it is important that our role does not appear to be compromised in reporting the matter to the overview and scrutiny committee. Equally we do not want the organisation to be deprived of wider RSM expertise and will therefore raise awareness without compromising our independence.

## Responsibilities

In providing your outsourced internal audit service, RSM has a responsibility to:

- Develop a flexible and risk based internal audit strategy with more detailed annual audit plans. The plan will be submitted to the overview and scrutiny committee for review and approval each year before work commences on delivery of that plan.
- Implement the internal audit plan as approved, including any additional tasks requested by management and the overview and scrutiny committee.
- Ensure the internal audit team consists of professional audit staff with sufficient knowledge, skills, and experience.
- Establish a quality assurance and improvement program to ensure the quality and effective operation of internal audit activities.
- Perform advisory activities where appropriate, beyond internal audit's assurance services, to assist management in meeting its objectives.
- Bring a systematic disciplined approach to evaluate and report on the effectiveness of risk management, internal control and governance processes.
- Highlight control weaknesses and required associated improvements together with corrective action recommended to management based on an acceptable and practicable timeframe.
- Undertake follow up reviews to ensure management has implemented agreed internal control improvements within specified and agreed timeframes.
- Report regularly to the overview and scrutiny committee to demonstrate the performance of the internal audit service.

For clarity, we have included the definition of 'internal audit', 'senior management' and 'board'.

- Internal audit – a department, division, team of consultant, or other practitioner (s) that provides independent, objective assurance and consulting services designed to add value and improve an organisation's operations. The internal audit activity helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.
- Senior management who are the team of individuals at the highest level of organisational management who have the day-to-day responsibilities for managing the organisation.

- Board of directors - The highest level governing body charged with the responsibility to direct and/or oversee the organisation's activities and hold organisational management accountable. Furthermore, "board" may refer to a committee or another body to which the governing body has delegated certain functions (eg an overview and scrutiny committee).

## Client care standards

In delivering our services we require full cooperation from key stakeholders and relevant business areas to ensure a smooth delivery of the plan. We proposed the following KPIs for monitoring the delivery of the internal audit service:

- Discussions with senior staff at the client take place to confirm the scope six weeks before the agreed audit start date.
- Key information such as: the draft assignment planning sheet are issued by RSM to the key auditee six weeks before the agreed start date.
- The lead auditor to contact the client to confirm logistical arrangements at least 15 working days before the commencement of the audit fieldwork to confirm practical arrangements, appointments, debrief date etc.
- Fieldwork takes place on agreed dates with key issues flagged up immediately.
- A debrief meeting will be held with audit sponsor at the end of fieldwork or within a reasonable time frame.
- Draft reports will be issued within 10 working days of the debrief meeting and will be issued by RSM to the agreed distribution list / Huddle.
- Management responses to the draft report should be submitted to RSM.
- Within three working days of receipt of client responses the final report will be issued by RSM to the assignment sponsor and any other agreed recipients of the report.

## Authority

The internal audit team is authorised to:

- Have unrestricted access to all functions, records, property and personnel which it considers necessary to fulfil its function.
- Have full and free access to the overview and scrutiny committee.
- Allocate resources, set timeframes, define review areas, develop scopes of work and apply techniques to accomplish the overall internal audit objectives.
- Obtain the required assistance from personnel within the organisation where audits will be performed, including other specialised services from within or outside the organisation.

The head of internal audit and internal audit staff are not authorised to:

- Perform any operational duties associated with the organisation.
- Initiate or approve accounting transactions on behalf of the organisation.
- Direct the activities of any employee not employed by RSM unless specifically seconded to internal audit.

## Reporting

An assignment report will be issued following each internal audit assignment. The report will be issued in draft for comment by management, and then issued as a final report to management, with the executive summary being provided to the overview and scrutiny committee. The final report will contain an action plan agreed with management to address any weaknesses identified by internal audit.

The internal audit service will issue progress reports to the overview and scrutiny committee and management summarising outcomes of audit activities, including follow up reviews.

As your internal audit provider, the assignment opinions that RSM provides the organisation during the year are part of the framework of assurances that assist the board in taking decisions and managing its risks.

As the provider of the internal audit service we are required to provide an annual opinion on the adequacy and effectiveness of the organisation's governance, risk management and control arrangements. In giving our opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide to the board is a reasonable assurance that there are no major weaknesses in risk management, governance and control processes. The annual opinion will be provided to the organisation by RSM UK Risk Assurance Services LLP at the financial year end. The results of internal audit reviews, and the annual opinion, should be used by management and the Board to inform the organisation's annual governance statement.

## Data protection

Internal audit files need to include sufficient, reliable, relevant and useful evidence in order to support our findings and conclusions. Personal data is not shared with unauthorised persons unless there is a valid and lawful requirement to do so. We are authorised as providers of internal audit services to our clients (through the firm's terms of business and our engagement letter) to have access to all necessary documentation from our clients needed to carry out our duties.

## Quality Assurance and Improvement

As your external service provider of internal audit services, we have the responsibility for maintaining an effective internal audit activity. Under the standards, internal audit services are required to have an external quality assessment every five years. In addition to this, we also have in place an internal quality assurance and improvement programme, led by a dedicated team who undertake these reviews. This ensures continuous improvement of our internal audit services.

Any areas which we believe warrant bringing to your attention, which may have the potential to have an impact on the quality of the service we provide to you, will be raised in our progress reports to the overview and scrutiny committee.

## **Fraud**

The overview and scrutiny committee recognises that management is responsible for controls to reasonably prevent and detect fraud. Furthermore, the overview and scrutiny committee recognises that internal audit is not responsible for identifying fraud; however internal audit will be aware of the risk of fraud when planning and undertaking any assignments.

## **Approval of the internal audit charter**

By approving this document, the internal audit strategy, the overview and scrutiny committee is also approving the internal audit charter.

## FOR FURTHER INFORMATION CONTACT

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of Cambridgeshire and Peterborough Fire Authority, and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM UK Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.



# Cambridgeshire and Peterborough Fire Authority

## Internal Audit Progress Report

**20 April 2023**

This report is solely for the use of the persons to whom it is addressed.

To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

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# 1 Key messages

This report below provides a summary update on progress against each plan and summarises the results of our work to date. The reports finalised since the last Committee are highlighted in **bold** below.

## Progress against the internal audit plan and 2022/23

| Assignment  | Status                   | Actions agreed |          |          | Opinion Issued               |
|---|--------------------------|----------------|----------|----------|------------------------------|
|   |                          | L              | M        | H        |                              |
| Risk Management   | Final                    | 1              | 0        | 0        | Substantial Assurance        |
| Debrief Following Complex Incidents                           | Final                    | 0              | 2        | 0        | Reasonable Assurance         |
| General Data Protection Regulation (GDPR) Governance          | Final                    | 7              | 8        | 1        | N/A - Advisory               |
| Key Financial Controls – General Ledger and Budgetary Control | Final                    | 0              | 1        | 0        | Reasonable Assurance         |
| <b>Integrated Risk Management Planning Framework</b>          | <b>Final</b>             | <b>2</b>       | <b>0</b> | <b>0</b> | <b>Substantial Assurance</b> |
| <b>Governance</b>   | <b>Final</b>             | <b>2</b>       | <b>1</b> | <b>0</b> | <b>Reasonable Assurance</b>  |
| System Ownership Governance                                   | Draft                    |                |          |          |                              |
| Follow Up   | In Progress              |                |          |          |                              |
| ICCS and Mobilising System                                    | Delayed - See note below |                |          |          |                              |

## Appendix A – Other matters

### Annual Opinion 2022/23

The Overview and Scrutiny Committee should note that the assurances given in our audit assignments are included within our Annual Assurance report. The Committee should note that any negative assurance opinions will need to be noted in the annual report and may result in a qualified or negative annual opinion. There have not been any negative assurance opinions for the 2022/23 financial year.

### Changes to the audit plan

Since the last Overview and Scrutiny Committee, we have been requested to postpone the review of ICCS and Mobilising System as it is now not due to Go Live until late 2023. This has been replaced by a review of Recruitment Processes which is due to commence on 19 April 2023.

### Information and briefings

Since the last Overview and Scrutiny Committee we have issued our Quarterly Emergency Services client briefing.

### Quality assurance and continual improvement

To ensure that RSM remains compliant with the IIA standards and the financial services recommendations for Internal Audit we have a dedicated internal Quality Assurance Team who undertake a programme of reviews to ensure the quality of our audit assignments. This is applicable to all Heads of Internal Audit, where a sample of their clients will be reviewed. Any findings from these reviews being used to inform the training needs of our audit teams.

The Quality Assurance Team is made up of; the Head of the Quality Assurance Department (FCA qualified) and an Associate Director (FCCA qualified), with support from other team members across the department. This is in addition to any feedback we receive from our post assignment surveys, client feedback, appraisal processes and training needs assessments.

## **Appendix B – Executive summaries and action plans (High and Medium only) from finalised reports**

# EXECUTIVE SUMMARY - INTEGRATED RISK MANAGEMENT PLANNING FRAMEWORK

## Background

We have undertaken a review of the Integrated Risk Management Planning (IRMP) Framework as part of the Cambridgeshire and Peterborough Fire Authority (the Authority) 2022/23 annual Internal Audit Plan. The objective of the review was for the Authority to be able to take assurance that the IRMP is appropriately approved and monitored, and roles and responsibilities are clearly defined and discharged through the Service reporting structure.

There is a requirement to produce an IRMP as set out in the Fire and Rescue National Framework for England. An IRMP includes an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority and how those risks will be mitigated. The IRMP also feeds into the Authority's annual statement of assurance.

The Authority's IRMP covers the period 2020–2024 and is supported by two key documents; the Strategic Risk Register (SRR); and the Strategic Risk Management Plan (SRMP).

The Head of Service Transformation is responsible for ensuring that the risk and opportunity process is monitored to make sure the Service complies with the agreed SRMP which documents the Authority's adopted approach to risk management. Oversight of the SRR, monitoring risk progression and the implementation of action plans is the responsibility of the Chief Officers Advisory Board (COAG).

## Conclusion

Overall we found the control framework to be well designed and consistently complied with. The IRMP and supporting documents were comprehensive and aligned to the national framework, roles and responsibilities were clearly defined, and a gap analysis task was in progress. The IRMP lifecycle clearly documented the timeframe and expectations of the IRMP, engagement was taking place, with feedback being collated and analysed. In addition, risk assessments were evidenced and actions for improvement had been captured, assigned owners, and had clear deadlines and timescales assigned.

We did, however, identify minor control design weaknesses in regard to the working group Terms of References (ToR)s and we noted the process for setting up and arranging community engagement was not documented.

### Internal audit opinion:

Taking account of the issues identified, the Authority can take **substantial assurance** that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective.



## Key findings

We have identified the following areas as well-designed and effective:



### Integrated Risk Management Plan (IRMP) and Supporting Documents

Through review of the IRMP we confirmed that it is in keeping with the Fire and Rescue national framework requirements and based on the advice set out in the NFCC national framework. Additionally, we confirmed the IRMP was published on the Authority's website.

The IRMP is supported by two key documents; the Strategic Risk Register (SRR); and the Strategic Risk Management Plan (SRMP). We noted that the SRR is reviewed and consulted on as part of the action plan creation and risk modelling process. The SRMP sets out the policy of risk management for the Authority and informs the creation and monitoring of the IRMP.

We confirmed that both documents are available to all staff on the SharePoint intranet site.



### Gap Analysis

At the time of testing the Gap analysis on the IRMP and the NFCC national framework was a work in progress.

We confirmed that the Standards Implementation Tool document had been created and was in the process of being completed. Whilst this document had not been completed, we confirmed it was in progress and it did have space for actions to be documented to mitigate and rectify gaps that have been identified as part of the analysis. We have therefore not raised an action.



### IRMP Roles and Responsibilities

We confirmed that the IRMP clearly sets out the roles and responsibilities of key members of staff including creating and maintaining the IRMP, maintaining standards, engaging the local community, and managing risk.



### IRMP Lifecycle

We confirmed that the IRMP clearly sets out the timeframe and expectations for the lifecycle of the IRMP. We noted that the IRMP covers a four year cycle and includes guidance for monitoring delivery and reviewing risk as well as an annual timeline.

Additionally, a summary of key risks and new risks is collated from each of the four working groups and presented in a planning document to help ensure the key risks are captured throughout the life cycle of the plan.



### Feedback Avenues, Demographic and Collation

Feedback is collated through a number of avenues including engagement with the community, staff, and professional partners as part of the consultation for the IRMP. Letters are sent to professional bodies, advising of the consultation, including:

- Colleagues within the Fire Authority;
- Neighbouring Fire Authorities; and
- MPs.

Additionally, letters are sent to the local Parish Councils advising of the consultation on the draft plan as well as advertisements being taken out with local news outlets, including links to the draft plan and the survey holding consultation questions.

Further, engagement is carried out through focus groups with members of the public. For the current plan, we confirmed that three focus groups were held in different areas across the Authority's catchment area. The focus groups were conducted with clear scripts to ensure each focus group was asked and discussed the same issues. A detailed report is compiled and produced highlighting what was discussed, what the outcomes of discussions and activities were and providing recommendations for the plan.

To ensure a wide and representative demographic was asked and understood by the Authority a clear breakdown of the areas demographic and the work completed by the Authority in this area was documented at Appendix C of the published IRMP.



### **Feedback Analysis**

We confirmed that the major themes and responses from all consultees (Partners, Public and Staff) were collated into one feedback document. This was broken down by each question that was asked as part of the consultation with the responses from each group of consultees collated. Where relevant, actions and responses were recorded against the piece of feedback. Additionally the feedback document included additional comments outside of the main questions as well as feedback from regulatory bodies.

Additionally, we noted that graphics were produced to provide an overview of the responses from each of the main groups from the consultation survey. We confirmed through review of the meeting minutes dated 6 April 2020 that the feedback from the consultation was reported on, presented to and finally signed-off and approved by the Chairman of the Fire Authority.



### **Risk Assessment and Modelling**

We were advised by the Head of Service Transformation that the risk management plan that outlines how they score risks and their risk appetite. The Risk Management plan states anything high or very high is taken forward for action in the IRMP.

Risks are reviewed with risk owners on a quarterly basis and then on an annual basis the whole Strategic Risk Register is reviewed at COAG by the Senior leadership team. We confirmed through review of a screenshot of the meeting invite and the subsequent meeting minutes dated 4 January 2022 that risks within the Strategic Risk Register had been reviewed and amendments documented.

We were advised by the Head of Service Transformation that subsequently a cut of the Strategic Risk Register is taken forward in to the IRMP. The view is this is the business plan for the year when they create the Annual Action Plan. Budget planning then uses this and the whole organisation has sight of this.

We confirmed through review of the meeting notes dated 4 January 2022 that actions noted for high and very high risks were to be extracted and plotted into the categories/ columns on the IRMP. We selected a sample of five risks from the Strategic Risk Register and confirmed that they had been transferred to the IRMP.



### **Action Plan**

We confirmed that an Action Plan is in place which captures the key actions for the IRMP. The current Action Plan spans 2020-2024 and has a separate tab for each year, updating previous actions and adding newly identified actions. On review of the latest Action Plan dated 2022 we found each action had assigned an owner, had clear deadlines and timescales, was aligned to the relevant working group, and was clearly recorded and had SMART actions.



We noted certain actions were RAG rated to highlight a higher priority, each action was linked to a strategic risk within the Risk Register and each action had been reviewed and updated on a monthly basis.



### **Key Strategic Documents**

We confirmed that the IRMP clearly lists what strategic documents are consulted when forming the Plan. These included the Strategic Risk Register; Business Delivery Risk Register; National Risk Register; Local Resilience Risk Register; Community risk profile; and Historical performance information.

We confirmed through review of the COAG meeting minutes dated April, July, and October 2022 that performance against the IRMP, the Action Plan and budgets and budget monitoring is reported on and presented to the COAG on a quarterly basis.



### **Setting, approval and reporting of budgets**

Through discussion with the Senior Financial Accountant we noted that the draft budget preparation is prepared by the Finance Manager and sits with all budget holders to ensure plans are correctly noted and funded. This information is collated into the whole budget and budget book and sent to the Deputy Chief Executive for scrutiny before going to the Fire Authority for approval. We confirmed that a Budget Review Spreadsheet had been prepared for the Deputy Chief Executive. Through review of the meeting minutes for the Fire Authority dated 10 February 2022 we confirmed that the budget for 2022/23 along with the Medium Term Financial Strategy for 2022 to 2028 had been approved.

Once approved and the financial year has begun, bi monthly meetings are held with budget holders and actions taken from meetings. Budget reviews are shared with the Deputy Chief Executive monthly and on a quarterly basis the Deputy Chief Executive will report to the Fire Authority on the financial performance of the Authority. We obtained the OSG Equipment budget and Fire Protection budget spreadsheets for 2022/23 and confirmed that each has a meeting notes tab with bi-monthly meeting notes documented for meetings held with the budget holder. We also confirmed that a financial update was provided to the Fire Authority in the 16 June 2022 meeting minutes and a further mid-year financial update was noted within the meeting minutes dated 3 November 2022.

We reviewed a Tactical Reserve and Value for Money record which is used to document savings made and where additional expenditure may be needed for future planning and prioritisation needs. We noted that the spreadsheet included fire prevention training, property management and procurement.

As part of 2023/24 planning, we confirmed through review of a budget prep checklist that meetings have been documented with budget holders as part of the planning process. We also confirmed that the draft budget book for 2023/24 had been prepared and sent to the Deputy Chief Executive for review and scrutiny. The Senior Financial Accountant advised us that this was to be presented to the Fire Authority in February 2023 for approval.

## For more information contact

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Our report is prepared solely for the confidential use of Cambridgeshire and Peterborough Fire Authority and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

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## March 2023

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In this edition of our news briefing, we draw attention to some of the key developments and publications in the sector, with particular focus on the latest reports from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the latest updates from the government.

## Police

### An inspection into how well the police and other agencies use digital forensics in their investigations

HMICFRS has published a report following an examination on how effective the police are at providing digital forensics, capturing evidence from a range of different digital devices, from smartphones to computers. The findings revealed that some forces were overwhelmed and did not have a clear understanding of what digital forensics are. This led to huge delays in examining devices, which had a knock-on effect on both victims' wellbeing and chances of a successful prosecution. There was also no clear and coherent national plan for improvement.

HMICFRS has made nine recommendations to help policing improve. These include:

- appointing a national digital forensics policing lead to oversee a programme of improvement;
- a Home Office review into digital forensics budget and future funding;
- a governance and oversight framework should be developed to better understand the local demand for digital forensic services; and
- the National Police Chiefs' Council lead for digital forensics, the Home Office and relevant support services should provide guidance to all forces on the use of cloud-based storage and computing power.

[Read more](#)



#### Questions for committee's consideration

- Do you know how your force is responding to digital forensics?

### Police requests for third party material

The Home Office has published its response following its consultation on police requests for personal data from third parties, such as the NHS or local authorities, when investigating crimes. The response to the consultation, which includes a commitment to introduce new legislation on the way the police can request access to personal data from third parties, will better protect people's data by ensuring the police and other parties only request this information where this is absolutely necessary and proportionate. Respondents to the consultation were supportive of the government's plans for new legislation, including a duty to inform people about what type of information is being requested, why, and how it will be used. These duties will be further clarified in a code of practice to aid the police in fulfilling their duties.

[Read more](#)

## Review of police dismissals launched

To ensure that the police officer dismissal process is effective at removing those who are not fit to serve the public, the Home Office has launched a review which will examine the “effectiveness of the disciplinary system so the public can be confident it is fair but efficient at removing officers who fall short of the high standards expected of them.” The review, which will conclude within approximately four months, will also make sure that forces are able to effectively use regulations that allow “probationary officers who do not meet the required standard to be let go, and look at whether the current three-tier performance system is effective in being able to dismiss officers who fail to perform the duties expected of their rank and role.”

The National Police Chiefs’ Council has also confirmed that it will ask all police forces to check their officers and staff against national police databases. This will help identify anyone who has slipped through the net before vetting standards were toughened and ensure those who are unfit to serve can be rooted out. The Home Secretary has asked the College of Policing to strengthen the statutory code of practice for police vetting, making the obligations all forces must legally follow stricter and clearer. This will make a raft of guidance a legal requirement for all police forces. The Home Secretary has also launched an internal review into police dismissals to make sure the system is effective at removing officers who fall short of the standards expected of them.

[Read more](#)



### Questions for committee's consideration

- How are ACs gaining assurance over performance/dismissal processes?
- Do you know how many dismissals and the nature of these?
- What independent assurance are you getting over these areas (performance/vetting etc)?

## Policing to receive up to £287m funding boost next year

The Home Office has announced a further £287m to the 2023/24 funding package to help victims feel safe and deliver more visible policing. The rise will take total funding for policing up to £17.2bn and mean police and crime commissioners (PCCs) across the 43 police forces in England and Wales will receive a nominal increase of up to £523m from government grants and precept income to focus on getting the basics right, such as driving down anti-social behaviour and neighbourhood crime.

[Read more](#)



### Questions for committee's consideration

- Have the benefits been realised by your Force / PCC for the additional funding?

## Safer Streets Fund is building confidence in the police

The Home Office has released their findings from the evaluation of the first round of Safer Streets funding. So far, £120m has been awarded enabling PCCs to invest in local initiatives alongside partners to improve community safety and prevent crime. The evaluation shows the positive impact of investing in initiatives to improve local environments, and how this makes people feel safer and more engaged in their communities.

[Read more](#)





# Fire

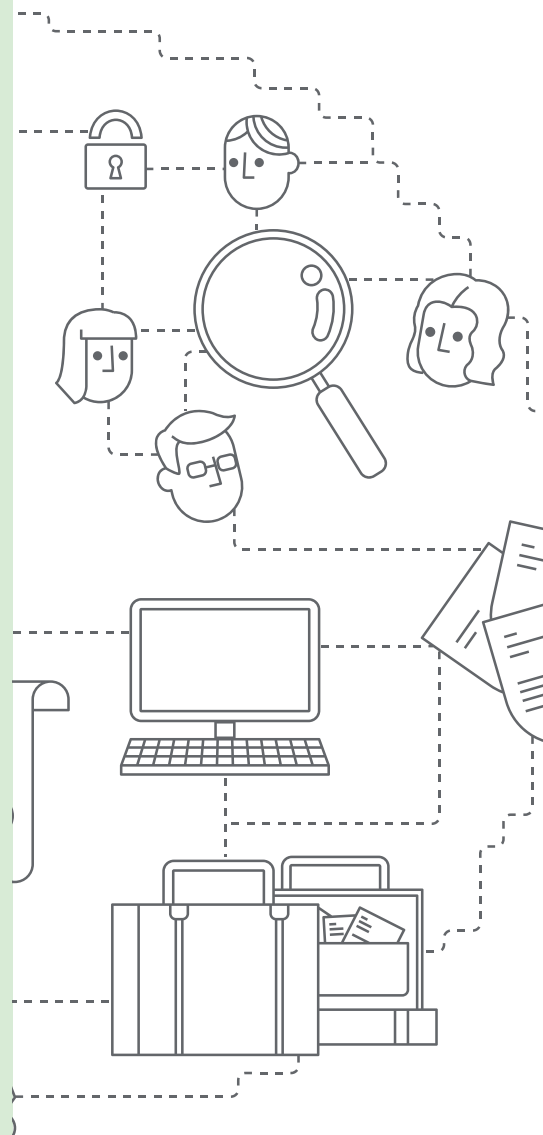
## State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022

HMICFRS has published its State of Fire and Rescue 2022. Between February 2021 and August 2022, HMICFRS carried out its second full cycle of all 44 fire and rescue service (FRS) inspections in England. His Majesty's Chief Inspectorate of Fire and Rescue Services, found that:

- in its third tranche of inspections, grades have worsened in six out of 16 services;
- a key concern in the first tranche of inspections was “fire protection”, albeit there has since been a positive shift in the way services prioritise this area;
- “fire prevention” was an area that needed significant improvements with almost half of services needing to improve to keep their communities safe;
- 14 of 44 services could do more to improve how they respond to routine incidents;
- health and safety and wellbeing of staff continue to be a strength for almost all services;
- 23 services (21 “requires improvement” and two “inadequate”) were not able to demonstrate that they are appropriately allocating resources to manage risks;
- there are still aspects of bullying, harassment and discrimination within services and some services have not taken enough steps to “promote and improve equality, diversity and inclusion (EDI)”. HMICFRS will increase the scrutiny of this area in future inspections;
- only two of the inspectorate’s previous six recommendations for reform of the fire service have been implemented, which the Inspectorate described as extremely disappointing; and
- the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should work together to consider reforming structures for negotiating pay, terms and conditions, which would reduce the risk of industrial action. The Home Office consulted on this recommendation in the White Paper on fire reform. HMICFRS are awaiting the results of this consultation which is expected in March 2023 and include detailed plans on how this recommendation will be implemented.

HMICFRS has changed their inspection gradings, moving from four gradings to five gradings. HMICFRS will also be changing its approach to tranches of inspection and will publish service reports as soon as they are ready instead of in tranches.

[Read more](#)







## Fire and rescue services inspection programme and framework

HMICFRS has published the FRSs inspection programme and framework for all 44 FRSs in England, commencing January 2023. In its inspections, HMICFRS focus on the operational service the FRS provides to the public. HMICFRS carry out a rounded assessment of every FRS and cover its effectiveness and efficiency and how it looks after its people. The following areas are also assessed:

- the “operational service provided to the public (including prevention, protection and response)”;
- the efficiency of the service (how well the service provides value for money and collaborates with other emergency services); and
- how well the service looks after its people (how well it “promotes its values and culture, trains its staff and ensures they have the necessary skills, ensures fairness and diversity for the workforce, and develops leadership and service capability”).

[Read more](#)



### Questions for committee's consideration

- Do you know when your assessment will be and what preparation is ongoing for your assessment?

## Fire Safety (England) Regulations 2022

The Fire Safety (England) Regulations 2022 are now law and form part of a package of risk mitigating fire safety measures that the government is delivering following the Grenfell Tower fire to keep the public safe.

The Fire Safety (England) Regulations 2022, which implement the majority of the Grenfell Tower Inquiry recommendations has come into force. These are new requirements for “responsible persons” of mid and high-rise blocks of flats to provide information to FRSs to assist them with operational planning and provide additional safety measures. In all multi-occupied residential buildings, residents should now be provided with fire safety instructions and information on fire doors.

[Read more](#)



### Questions for committee's consideration

- What actions have been taken following the inquiry?
- What are the impacts on resource following the legislation coming into force?
- What assurance can be provided over your mid and high-rise blocks of flats?

## Firefighters far more likely to die from cancer and heart attacks than public

Research carried out by the University of Central Lancashire and commissioned by the Fire Brigades Union, has found that firefighters have a mortality rate for all cancers 1.6 times higher than other people, with researchers suggesting that excess cancer mortality is likely linked to different kinds of exposures and fire toxins. It also revealed firefighters are dying from heart attacks at five times the rate of the general public and suffering from strokes at almost three times the average rate.

The study concludes that “health monitoring for firefighters; reducing their exposures from contaminants at their workplace; and financial and medical support for those already affected are urgently needed.”

[Read more](#)



### Questions for committee's consideration

- How are you management and/or ACs getting assurance over health monitoring of your firefighters?

## The Fire Standards Board opens consultations on two Standards

The Fire Standards Board has outlined the next two Fire Standards, the proposed contents for which have now been shared with FRSs and all stakeholders for consultation. Forming part of the suite of Fire Standards relating to service delivery, the Fire Control Fire Standard is now open for consultation, as is the Fire Standard for Communications, Engagement and Consultation.

The [Fire Standard on Fire Control](#) has been developed with input from the National Fire Chiefs Council's (NFCC) Fire Control team, the NFCC lead for fire control, the Mobilising Officers Group and also with input from fire control specialists across a range of FRSs. To achieve this Fire Standard:

- FRSs will need to include “fire control managers in its community risk management planning”;
- fire control employees will need to be provided with effective systems and arrangements; and
- mental and physical health and wellbeing support should be easily accessible and widely promoted to its fire control employees.

The [Communications, Engagement and Consultation Fire Standard](#) has been developed with input from FirePro UK, the NFCC communications teams and communication and collaboration specialists from a wide range of FRSs. To achieve this Fire Standard:

- FRSs will need to have a strategic approach to communication, engagement and consultation;
- FRSs will need to have “resilient and out of hours arrangement to handle out of hours enquiries and manage communications during crises and emergencies, in line with the requirements of the Emergency Preparedness and Resilience Fire Standard”; and
- communications planning frameworks should be consistent for communications and campaign work.

Both consultations have now closed and all consultation responses will be considered. Following this, the Fire Standard will undergo a quality assurance process before the final Fire Standard is proposed to the Fire Standards Board for approval.

[Read more](#)



# Police and Fire

## RSM's Local Government VAT webinar

9 March 2023, 10am – 11am

We are pleased to announce our next VAT and tax webinar for local authorities and emergency services is taking place on Thursday 9 March 2023.

Our webinars aim to help officers gain up-to-date and bite-size insights on VAT and tax issues affecting their organisations.

This webinar will be an excellent opportunity for you to hear and raise questions on sector related VAT issues within a trusted forum. As well as hearing about technical updates, our sector specialists will be on hand to provide feedback on recent developments.

In our session, topical sector updates will include:

- recent case law and legislative changes affecting the sector;
- HMRC VAT policy changes including sector activity;
- VAT saving opportunities; and
- questions and answers.

To register for the webinar, please [click here](#).



## Did you join RSM and Chartered Institute of Public Finance and Accountancy (CIPFA) for Transfer of Undertakings (Protection of Employment) (TUPE) in Tenders

28 February 2023, 12:30pm - 1:15pm

On 28 February we held a joint webinar with CIPFA to help you get assurance that your internal arrangements are in order.

TUPE often raises tricky and complex complications in public tenders or when insourcing services. Failure to fully comply not only prejudices the success of the procurement process but can also lead to employment tribunals which can result in additional costs and damaged reputations.



# References



An inspection into how well the police and other agencies use digital forensics in their investigations



State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022



Police requests for third party material



Fire and rescue services inspection programme and framework



Review of police dismissals launched



Fire Safety (England) Regulations 2022



Policing to receive up to £287m funding boost next year



Fire Standard on Fire Control



Safer Streets Fund is building confidence in the police



Communications, Engagement and Consultation Fire Standard



Government supports a new public sexual harassment offence



Firefighters far more likely to die from cancer and heart attacks than public



Police Officer Uplift, quarterly update to December 2022



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## Agenda Item: 8

**TO:** Overview and Scrutiny Committee

**FROM:** Head of Transparency, Media and Communication – Hayley Douglas

**PRESENTING OFFICER(S):** Communication Officer – JJ Penney

Telephone 01480 444500  
Email: [jj.penney@cambsfire.gov.uk](mailto:jj.penney@cambsfire.gov.uk)

**DATE:** 20 April 2023

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### COMMUNITY ENGAGEMENT FORUM - UPDATE

#### 1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an update on the Community Engagement Forum (CEF) launched by the Media and Communication Team in late 2022. This update was requested at the committee meeting held on 6 October 2022.

#### 2. Recommendation

- 2.1 The committee is asked to note the contents of this report and make comment as they deem appropriate.

#### 3. Risk Assessment

- 3.1 **Political** – Feedback from the inspection in 2021 by His (then Her) Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) was that the service could improve community engagement, particularly with regard to consulting with communities to produce the Integrated Risk Management Plan (IRMP). The CEF provides a structured communication channel enabling us to partially achieve this.
- 3.2 **Economic** – There is very little cost to running the CEF; a very small amount has been spent on promoting it on social media channels.
- 3.3 **Legal** – The forum is compliant with GDPR requirements.
- 3.4 **Social** – The service is working on ways to ensure diversity across those signing up for the forum so it is representative of the communities it serves.

#### 4. Current Position

- 4.1 The Media and Communication Team has been aspiring for some time to try and better engage with the communities of Cambridgeshire and Peterborough. As much as having very active social media channels that tap into community groups has proved to be somewhat successful, the team has highlighted this as an area for development. It was also picked up by HMICFRS in 2021 as an area the service could improve.
- 4.2 The team used a combination of technologies to put together an online form to allow people to sign up to receive periodic questions about the service's activities, known as 'Hot Topics'. This short form captures equality data, based on the recent UK census fields, to allow the team to monitor the demographic make-up of the people signing up to the group. This data is password protected and stored securely.
- 4.3 The CEF was launched to the public in November 2022. People were given a few weeks to join to be entered into a prize draw as a reward for signing up early. Within a short time, the group reached more than 100 members.
- 4.4 The first 'Hot Topic', about responding to incidents with crews of three, was sent to members of the forum in December 2022. As this was a complex subject for those without knowledge of the service, a briefing note was sent along with the survey. The note and the results of the first survey can be found in Appendix A. The social media channel *NextDoor* was also used to engage with the public over crews of three and the results combine both communication channels although are split between the two. A full report of the engagement about crews of three can be found in Appendix B.
- 4.5 There are currently more than 200 members signed up to the CEF; the group demographics can be found in Appendix C.
- 4.6 A second survey about the service's use of social media yielded 74 people responses and the Media and Communication Team are using the feedback to plan future content. The survey and results can be found in Appendix D.
- 4.7 Growing the forum is a key priority for the Media and Communication Team for the next year. The plan is to try and increase participation with harder to reach groups using targeted advertising. This will then allow the forum to provide a representative view of our activities and help shape our plans moving forward.
- 4.8 No more than an average of two emails a month will be sent. They will vary in length and complexity, ranging from a single question to a more structured survey.
- 4.9 The CEF will be a key way of engaging with the public about our next Community Risk Management Plan.
- 4.10 There are limitations with the CEF in that, although the service are aware of the demographics of people who have signed up to receive the emails, with each

survey they do not know the demographics of those responding. This may be a potential development later down the line if the CEF concept proves successful. As this will likely require a more integrated data collection system, a business case will need to be made and presented to the appropriate board for approval.

## **BIBLIOGRAPHY**

Source Documents - None



# Hot Topic



Welcome to our first Hot Topic!

This is one of the more complex types of questions you will be asked as part of volunteering to be on our community engagement forum, sometimes it will only be one simple question.

We envisage you need 10 to 15 minutes to complete this survey for us.

We are planning to make changes in January to the way we sometimes crew some of our on-call fire engines and we'd like to know what you think.

The attached document explains the current situation and the changes we are planning to make. It starts with some explanations of terms such as on-call and wholetime firefighters to help your understanding.

We would please ask you to read the document (it is three A4 pages long and will take approximately six minutes to read).

- [Crews of 3 briefing Hot Topic.pdf](#)

We would then ask you to please completed the six questions in the survey linked here: [Responding with crews of three survey](#)

Completing the questions will take you two to five minutes depending on the detail you wish to provide.

The survey will close at 9am on December 19.

If you require any additional support with this, please contact [pressoffice@cambsfire.gov.uk](mailto:pressoffice@cambsfire.gov.uk) or call 01480 444500 and ask to

Speak to one of the media and communication team (in office hours).

Thank you so much for your time in responding to our first Hot Topic. Your support is greatly appreciated.



# Improving our response in rural areas

## Briefing sheet



CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE

### Terminology check

**Wholetime firefighters** – these are our full-time firefighters who work at fire stations in our larger cities and towns. These fire stations are staffed 24/7 or on a day-crewed status.

**Day-crewed** – these stations have a full-time crew in the day (8am – 6pm either Monday - Friday or 7-days a week) and at all other times they revert to on-call status.

**On-call fire stations** - these stations mainly cover our rural towns and villages although some of our urban fire stations have a second fire engine that is crewed on an on-call status.

**On-call firefighters** – crew our on-call station fire engines. They are not based at the fire station but carry a pager with them and if an emergency call comes in for that area, their pager goes off and they drop everything and get to the fire station to respond to the incident in the fire engine.

**Control** – where our control operators take emergency 999 calls and dispatch fire engines and other resources. Our Control is shared with Suffolk Fire and Rescue Service, so control operators take 999 calls for both counties.

### Current situation

At the moment, when you dial 999 needing the fire service, we aim to send that fire engine with five firefighters on it, but we do allow a crew to be sent with four firefighters if that is all they have available. This is the same for all fire engines – at both our wholetime fire stations and our on-call fire stations. A minimum crew of four firefighters is based on safe practices needed for some of our activities such as entering a building on fire.

We will occasionally allow a crew of three firefighters to attend an incident but only for our on-call fire stations and only for bin fires and small animal rescues.

### The issue

At our on-call fire stations, which are located in rural parts of the county, we struggle to have even four firefighters available to crew our fire engines, particularly in the day-time. This is despite continuous effort to promote the role and run recruitment campaigns. This is a national trend, not just an issue in Cambridgeshire, but it means that, for some of our rural areas, if an emergency call comes in, it is likely that the fire engine from a different fire station will attend, rather than the local/nearest fire engine.

On a significant number of occasions (875 over the last 11 years), there were three firefighters available locally that could have attended but were not sent as our minimum requirement for all but two incident types is four firefighters. At the moment, we only send a crew of three to bin fires and small animal rescues.

## The change we would like your thoughts on

We are always looking at ways for how we can improve our response times, particularly in rural areas given the challenges we face with recruiting and retaining on-call firefighters.

We believe one way to do this is to broaden when we allow a fire engine to attend an incident with a crew of three. Although we will always strive to send a crew with a minimum of five firefighters on it, for our on-call fire station areas where this is not always possible, we feel that utilising the three firefighters we often have available locally will offer a quicker response to those that need our help.

A crew of three firefighters can resolve many different types of incidents and for the rarer occasions where someone is trapped in a building that is on fire and our safe practices will only allow them in with a crew of four, they can get the water supply connected, get the equipment out and start tackling the fire from the outside until the back up crew arrives. At which point they will be ready to go straight in, so still saving time compared to if they didn't attend.

Our intention with this is to improve our response times in rural areas. Ultimately, get trained firefighters to an emergency as quickly and safely as possible.

We will not be introducing this change at our wholetime fire stations as we ensure they always have a crew of 4-6 firefighters at any one time.

### A working example

This diagram helps to explain it using Sawtry as an example. You can see three on-call firefighters at home/work, a few minutes away from the fire station, available to crew the fire engine if needed.

The flames represent the location of an emergency call. Under our current crewing policy, the three firefighters would not be called, even though they are very close by and fully trained. This is because there are only three of them and our current policy is to send a minimum of four firefighters.

So the local fire engine at Sawtry is classified as 'off the run' and not available due to a crewing shortage.

Therefore, our Control would send the next nearest fire engine. Depending on the time of day and circumstances, this is likely to be either Yaxley or Stanground. Yaxley is on-call too and also suffers from crews not being available all the time, so it could well be Stanground that is sent with an estimated travel time of 14.8 mins.

Under our new proposal to send a crew of three in rural areas, the three local firefighters could be at the incident with the fire engine in 5 - 8 minutes (allowing for them to travel to the fire station to get the fire



engine and then travel to the incident). This is 7 - 10 minutes quicker than waiting for Stanground or Yaxley.

It is important to note that we would still send back up fire engines. The benefit is that if the crew of three is able to resolve the incident, the back up crews can be sent back to their own areas quicker

### **What are the benefits to this change?**

- A fire engine at the incident in a quicker time
- A quicker resolution to the incident
- First aid administered quicker, potentially saving life
- Crews from further away being available in their local area again quicker
- This is a crewing enhancement – we will send the same fire engines we would do now as well as the crew of three. But if the other crews are not needed they can be sent back quicker.
- Our on-call firefighters get to use their skills and training more which may help with retention of on-call firefighters.
- Suffolk Fire and Rescue Service already send crews of three to incidents in rural areas. We share a Control with Suffolk so this will align crewing practices.

### **Are there any risks?**

We don't believe that there are any additional risks to what our firefighters face now.

The Fire Brigade's Union is against sending crews of three as they believe it puts our firefighters at greater risk of moral pressure if there is someone trapped in a house fire and they are unable to go in until the second fire engine arrives. Whilst we acknowledge this concern, we do not believe that this is any different to other situations our firefighters face now. For example, a crew of four or five cannot enter a high rise building, such as a block of flats, until a second crew arrives. And our on-call firefighters cannot enter water to rescue someone – they have to wait until the in-water trained teams arrive. In both these scenarios someone could need rescuing.

Our firefighters are highly trained and know what is expected of them. There is still lots they can do as you've already read – getting the hoses out, locating a hydrant, hooking up the water supply, cordoning off the area to protect others, tackling the fire from the outside and being ready to go into the building as soon as the second crew arrives. All of this will save time and enable us to deal with the situation in a quicker time.

But we have also looked at the likelihood of this type of situation happening. Looking at our data, over the last 11 years, there were only two incidents in rural areas where a person needed rescuing from a building that was on fire. Yet 875 incidents over the last 11 years would have benefited from having a crew of three arrive quicker.

### **Conclusion and your thoughts**

We really do believe this change will bring significant changes to our attendance time in rural areas. We reiterate again that a crew of three will only be used when we cannot get four or more and we will continue our recruitment campaigning to attract more people to consider a role as an on-call firefighter.

We'd now like to know what you think. The email you received has six questions which we would be grateful for your thoughts on having read this document. Thank you so much for reading this and submitting your responses.

# Responding with crews of three

\* Required

1. Please confirm you have read and understood the document that was sent to you to explain crews of three. \*

- ☐ Yes I have read it
- ☐ No I haven't read it

2. Do you think this change will benefit residents? \*

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Other

3. If you have dialled 999 requesting the fire service and a crew of three firefighters turned up in the fire engine some minutes later, how relieved would you feel on their arrival? \*

Very relieved

Somewhat relieved

Don't know

Some concern

Very concerned

4. Considering the benefits and the potential risks outlined, do you believe this is a positive change? \*

☐ Yes

☐ No

☐ Don't know

5. What is more important to you: \*

☐ The number of firefighters on a fire engine

☐ The time it takes for the fire engine to arrive

6. Anything else you wish to add?

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This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

 Microsoft Forms



# Responding with crews of three

|           |                          |        |
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| 40        | 07:32                    | Active |
| Responses | Average time to complete | Status |

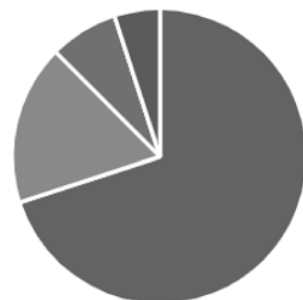
1. Please confirm you have read and understood the document that was sent to you to explain crews of three.

|                        |    |
|------------------------|----|
| ● Yes I have read it   | 40 |
| ● No I haven't read it | 0  |



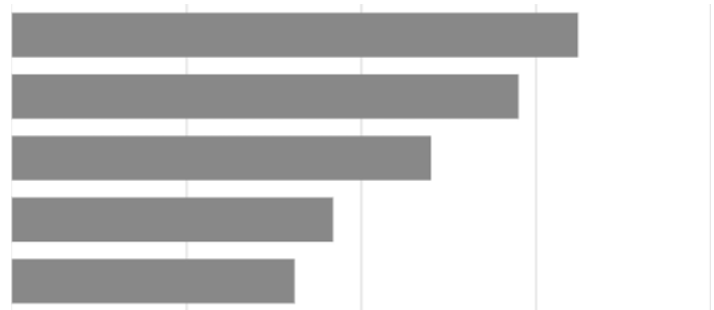
2. Do you think this change will benefit residents?

|              |    |
|--------------|----|
| ● Yes        | 28 |
| ● No         | 7  |
| ● Don't know | 3  |
| ● Other      | 2  |



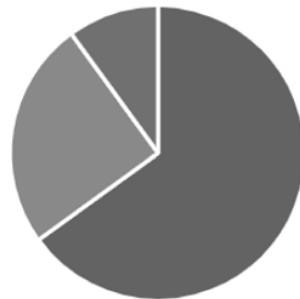
3. If you have dialled 999 requesting the fire service and a crew of three firefighters turned up in the fire engine some minutes later, how relieved would you feel on their arrival?

- 1 Very relieved
- 2 Somewhat relieved
- 3 Don't know
- 4 Some concern
- 5 Very concerned



4. Considering the benefits and the potential risks outlined, do you believe this is a positive change?

- Yes 26
- No 10
- Don't know 4



5. What is more important to you:

- The number of firefighters on a ... 7
- The time it takes for the fire eng... 33



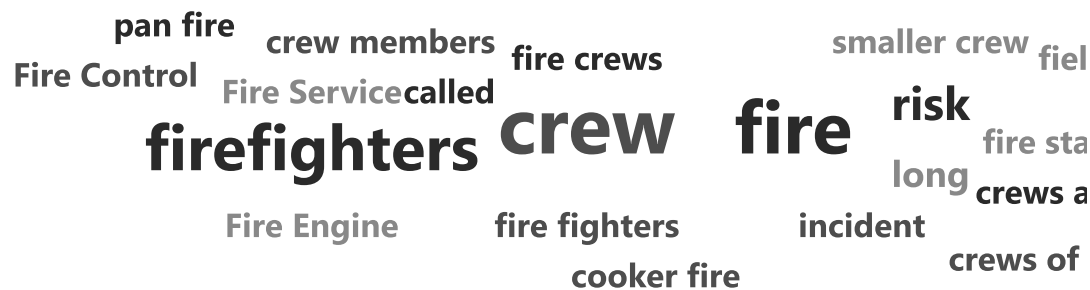
6. Anything else you wish to add?

33  
Responses

Latest Responses

"As a relative of a Firefighter (although they don't work in this a...  
"I am not an expert on the fire service, but it seems to me that ...

17 respondents (52%) answered **crew** for this question.



## **Crews of three public engagement summary – Nov/Dec 2023**

### **Purpose of engagement**

The Service has undergone a project to look to implement crews of three for on-call fire engines from January 1, 2023.

Internal engagement sessions have taken place with face-to-face visits to all on-call fire stations and the Service issued a news release about the change to inform the public.

The Fire Brigades Union are opposing this change with one of the concerns being the moral pressure on firefighters to make a rescue if someone is inside a building that is on fire (as a crew of three they would be unable to enter the property until a backup appliance had arrived).

The move is being made as we believe it will benefit the public and get a fire engine to an incident quicker, and looking at data, in the vast majority of incidents, a crew of three will be able to make a difference by taking action quicker. We therefore decided to engage with local residents to see what they thought of the change. This would give us an indication of how the move will be received, how people will feel if three firefighters turn up to an incident and if they believed, from the explanation given to them, that it was a positive change. This would indicate if we had to do any more communication in the run up to January when the change is implemented.

### **Methodology**

We initially wanted to hold focus groups with residents living in on-call station areas as they are the most affected by this change. This is quite a complex issue and being able to explain it in person we felt would be more beneficial. We commissioned an external supplier to do this for us. Unfortunately, despite a lot of effort on their part, there was very little interest from anyone agreeing to come to the sessions.

We decided to then try a survey.

Having set up a new online community engagement forum (CEF) we sent all those who had signed up so far, a link to a PDF explaining the current situation and what we were planning to change in January. We then added a link to a survey with six questions.

We also decided to try and use our new communication channel NextDoor. This is a social media channel but focused on location. For this we added the information in the PDF to a [web page](#) and linked this and the survey to the post. Following feedback from the initial survey to people in the CEF we changed the structure of one of the questions as it wasn't as it was supposed to be (it was set up as a rating question rather than a one choice question). Therefore, the results from this question with the CEF should be discounted. We also added an option of 'Maybe' to Q4 for the NextDoor survey having also received feedback about this from the CEF group.

It should be noted that:

- All responses were anonymous and both groups could potentially have residents that are former employees so would have more knowledge.
- We did stipulate that current employees were not permitted to respond.
- With NextDoor it is not possible to know who has responded.
- We were conscious of not putting people off responding by making the explanation document too long or asking too many questions. Therefore, this survey was used to get a reaction to the basic principles of the change.

## Outcome

We received 40 replies from the CEF group and 147 responses from our Next Door post, totalling 187.

The feedback we received from the different groups is given below. The first question was to ask if they had read the PDF/webpage. All except one person from the Next Door respondents had done so.

2) Do you think this change will benefit residents?

| Response option | CEF (40) | Next Door (147) | Total (187) |
|-----------------|----------|-----------------|-------------|
| Yes             | 28       | 127             | 155         |
| No              | 7        | 9               | 16          |
| Don't know      | 3        | 6               | 9           |
| Other           | 2        | 5               | 7           |

3. If you have dialled 999 requesting the fire service and a crew of three firefighters turned up in the fire engine some minutes later, how would you feel on their arrival?

| Response option    | Next Door (147) |
|--------------------|-----------------|
| Very relieved      | 117             |
| Somewhat relieved  | 17              |
| Not sure           | 2               |
| Somewhat concerned | 6               |
| Very concerned     | 2               |
| Other              | 3               |

For the CEF responses, 60% (24 out of 40) rated feeling 'Very relieved' as their top option, however the question style had not been set correctly. This was amended for the NextDoor survey.

4. Considering the benefits and the potential risks outlined, do you believe this is a positive change?

| Response option | CEF (40)                              | Next Door (147) | Total (187) |
|-----------------|---------------------------------------|-----------------|-------------|
| Yes             | 26                                    | 113             | 139         |
| Maybe           | This wasn't an option for this survey | 22              | 22          |
| No              | 10                                    | 9               | 19          |
| Don't know      | 4                                     | 3               | 7           |

5. What is more important to you:

| Response option                                 | CEF (40) | Next Door (147) | Total (187) |
|---|----------|-----------------|-------------|
| The number of firefighters on a fire engine     | 7        | 7               | 14          |
| The time it takes for the fire engine to arrive | 33       | 140             | 173         |

It should be noted that in the comments section some felt that this question was biased or not enough options were provided as they want a fire engine there quickly but with enough firefighters on it.

6. Anything else you wish to add?

Respondents were able to provide any comment in this response box. Themes include:

- Many with comments that reiterated support for the change
- Many supported the change but only if firefighters will be safe and back-ups were sent
- Some pointing out they were agreeing within the context of the survey but recognising it was more complex, it would depend on the incident and there was more information they may need
- Some making the point we need to recruit more on-call firefighters
- Some disagreeing with the change due to the moral pressure on firefighters
- Some concerned this was cuts related.

The fourth bullet point gives us an opportunity to follow up on this with a survey about on-call recruitment, how we can promote the role more and where we should be advertising it etc. The Media and Communication Team will give this some thought and add this to the survey planner.

## **Conclusion**

The majority of responders see allowing crews of three as a positive change that will benefit residents. They also indicated that the time it took for a fire engine to arrive was more important than the number of firefighters on board.

We fully appreciate that most residents will not understand the complexities of the firefighter role including risk assessments and standard operating procedures and how many firefighters are needed to do things safely – this was just to give an indication of what was of greater importance in their eyes in terms of meeting their expectations and understanding what reaction a crew of three is likely to get when they arrive at an incident.

**TOTAL SUBSCRIBERS - 204**

**Age**

18-29 - 4

30-39 - 29

40-49 - 38

50-59 - 58

60-69 - 43

70+ - 25

Prefer not/no answer - 7

**Sex**

Male - 67

Female - 128

Prefer not/no answer – 9

**Gender identity**

Male - 66

Female - 125

Prefer not/no answer - 12

Other - 1

**Sexual orientation**

Straight - 175

Gay/Lesbian - 3

Bisexual - 1

Other - 2

Prefer not/no answer - 23

**Religion**



Any other - 9  
Buddhist - 1  
Christian - 101  
Hindu - 3  
Jewish - 1  
Muslim - 2  
No religion - 69  
Prefer not/no answer - 18

**Ethnicity**

English - 163  
Black - 1  
Mixed - 1  
White other - 11  
Chinese - 2  
Indian - 2  
Irish - 2  
Other Asian - 1  
Pakistani - 1  
White Asian - 1  
Prefer not/no answer - 19

**Do you have a disability or neurodiversity?**

No - 117  
Mental health condition - 8  
Non-physical/visible - 22  
Physical - 16  
Other - 8  
Specific learning difficulty - 10

Prefer not/no answer - 23

**Which district do you live in?**

Cambridge - 16

East Cambs - 31

Fenland - 35

Hunts - 54

Peterborough - 33

South Cambs - 35

**Do you know where your nearest fire station is?**

Burwell - 1

Cambourne - 6

Cambridge - 19

Chatteris - 6

Cottenham - 12

Dogsthorpe - 11

Ely - 17

Huntingdon - 26

Gamlingay - 0

Kimbolton - 0

Linton - 4

Littleport - 3

Manea - 3

March - 8

Peterborough Vols - 6

Ramsey - 3

Sawston - 1

Sawtry - 5

Soham - 5

St Ives - 5

St Neots - 17

Stanground - 13

Sutton - 3

Thorney - 2

Whittlesey - 3

Wisbech - 15

Yaxley - 2

Dunno - 8

22 said they are both residents and business owners

# Hot Topic



## Welcome to the second Hot Topic

We'd really like to understand more about how people engage with us on **social media** and hear about the **latest news and updates** from the Service.

Please take a few minutes to complete the survey below and share any additional comments or feedback in the box at the end of the questionnaire.

There are seven questions, and it should take two to five minutes depending on the detail you wish to provide.

- [Complete the survey](#)

**The survey will close at 9am on Monday 13 March 2023.**

If you require any additional support with this or wish to provide additional feedback, please contact [pressoffice@cambsfire.gov.uk](mailto:pressoffice@cambsfire.gov.uk) or call 01480 444500 and ask to speak to one of the Media and Communication team (in office hours).

Thank you so much for your time in responding to Hot Topic. Your support is greatly appreciated.

Stay **safe**  
Stay **connected**



**CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE**  
*Working together to improve community safety*



# Community Engagement Forum – Social Media Feedback

We'd really like to understand more about how people engage with us on social media and hear about the latest news from the Service.

Please take a few minutes to complete the survey below and share any additional comments or feedback in the box at the end of the survey.

\* Required

1. Do you follow Cambridgeshire Fire and Rescue Service on social media? \*

☐ Yes

☐ No

☐ Not sure

2. Which social media accounts do you follow? \*

- ☐ Facebook - Cambridgeshire Fire & Rescue Service
- ☐ Facebook - Local on-call fire station Facebook pages
- ☐ Twitter - @Cambsfrs
- ☐ Instagram - @Cambs\_frs
- ☐ Instagram - Local on-call fire station Instagram pages
- ☐ LinkedIn - Cambridgeshire Fire & Rescue Service
- ☐ YouTube - @CambsFireRescue
- ☐ TikTok - @Cambsfrs
- ☐ NextDoor
- ☐ None

3. What would you like to see **more** of on the Service's social media accounts

4. What would you like to see **less** of on the Service's social media accounts?

5. How often do you use the following social media platforms?

|           | Never                 | Less than<br>once a<br>month | Monthly               | Weekly                | Daily                 |
|-----------|-----------------------|------------------------------|-----------------------|-----------------------|-----------------------|
| Facebook  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Twitter   | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Instagram | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| LinkedIn  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| YouTube   | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| TikTok    | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| NextDoor  | <input type="radio"/> | <input type="radio"/>        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

6. Where do you get news about Cambridgeshire Fire and Rescue Service?

- ☐ Social media
- ☐ Printed news
- ☐ Online news
- ☐ Fire Service e-bulletin
- ☐ Village / town magazine
- ☐ Local TV news
- ☐ Local radio
- ☐ Word of mouth
- ☐ Other

7. Any comments around how you'd like to hear news and updates from Cambridgeshire Fire and Rescue Service?

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This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

 Microsoft Forms



# Community Engagement Forum – Social Media Feedback

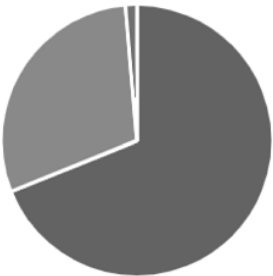
74  
Responses

02:58  
Average time to complete

Active  
Status

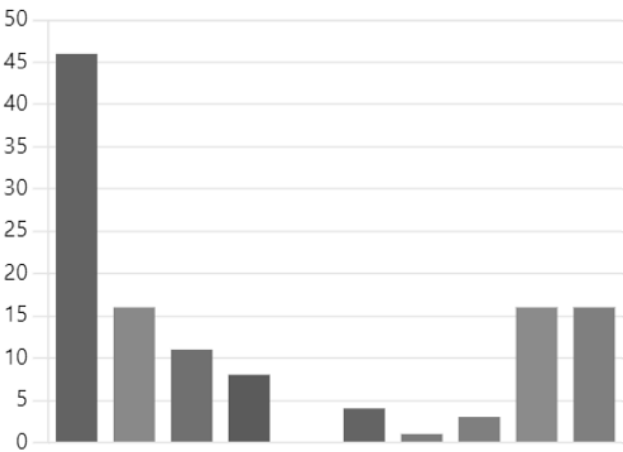
1. Do you follow Cambridgeshire Fire and Rescue Service on social media?

|          |    |
|----------|----|
| Yes      | 51 |
| No       | 22 |
| Not sure | 1  |



2. Which social media accounts do you follow?

|                                       |    |
|---------------------------------------|----|
| Facebook - Cambridgeshire Fir...      | 46 |
| Facebook - Local on-call fire sta...  | 16 |
| Twitter - @Cambsfrs                   | 11 |
| Instagram - @Cambs_frs                | 8  |
| Instagram - Local on-call fire sta... | 0  |
| LinkedIn - Cambridgeshire Fire ...    | 4  |
| YouTube - @CambsFireRescue            | 1  |
| TikTok - @Cambsfrs                    | 3  |
| NextDoor                              | 16 |
| None                                  | 16 |



3. What would you like to see **more** of on the Service's social media accounts

52  
Responses

Latest Responses  
"I don't think you need to do anything different "  
"N/A"

9 respondents (17%) answered **incident** for this question.

A word cloud where the most prominent word is 'incident'. Other significant words include 'fire safety', 'news', 'safety info', 'fire fighters', 'home fire', 'fire stations', 'Education about', 'Local incidents', 'cause', 'safety tips', 'posts', 'safety advice', 'good', 'fire/flood', 'eg Old equipment', 'car fires', 'eg most fires', 'details of incidents', and 'incidents and recruitment'.

4. What would you like to see **less** of on the Service's social media accounts?

43  
Responses

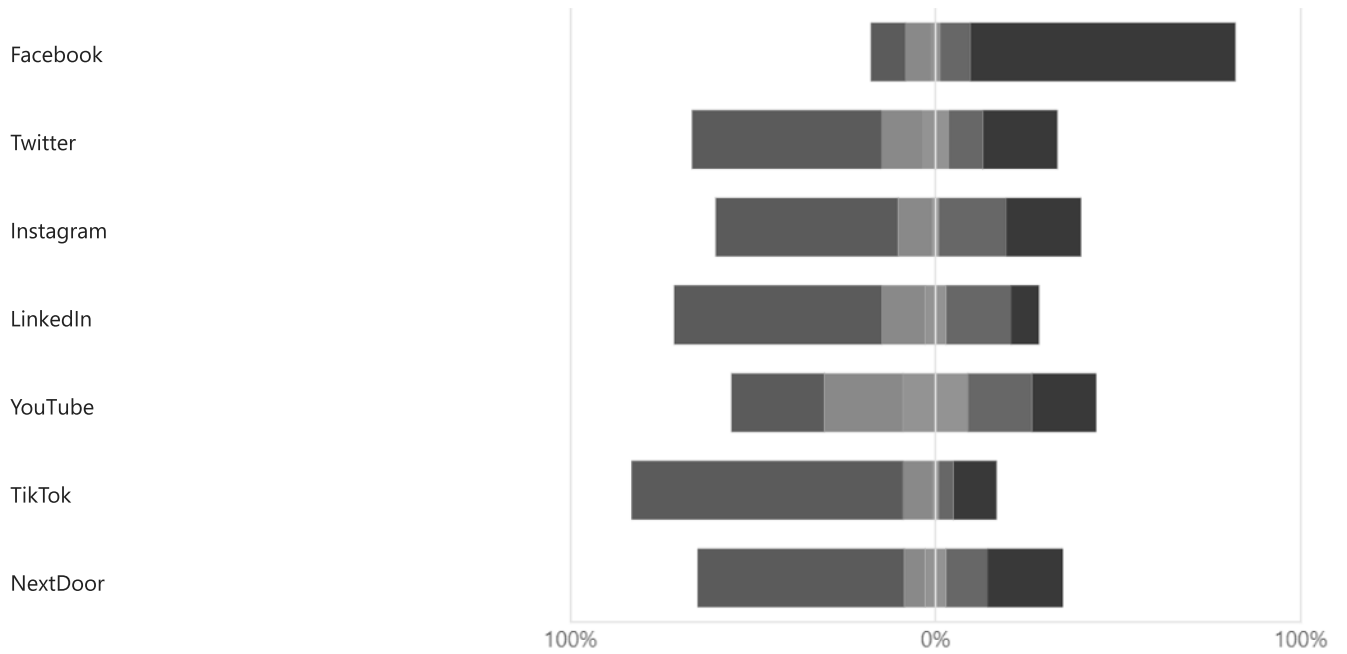
Latest Responses  
"I don't think you need to do anything different "  
"N/A"

3 respondents (7%) answered **posts** for this question.

A word cloud where the most prominent words are 'posts', 'Happy', and 'moment'. Other significant words include 'services are very important', 'boring stuff', 'Silly dances', 'dances/trends', 'fireworks', 'initiative is a wa', 'right balance', 'happy with the v', 'content', 'great job', 'ratepayers', 'New equipment', 'things', 'Happy with the content', 'Fund raising', 'explanation', 'incident posts', and 'moment'.

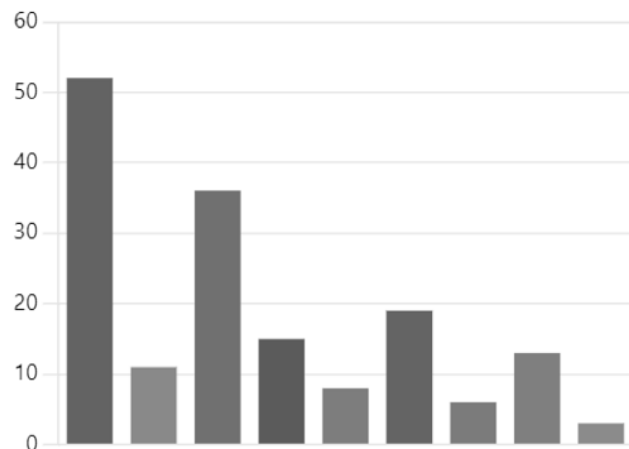
5. How often do you use the following social media platforms?

■ Never
■ Less than once a month
■ Monthly
■ Weekly
■ Daily



6. Where do you get news about Cambridgeshire Fire and Rescue Service?

|                           |    |
|---------------------------|----|
| ● Social media            | 52 |
| ● Printed news            | 11 |
| ● Online news             | 36 |
| ● Fire Service e-bulletin | 15 |
| ● Village / town magazine | 8  |
| ● Local TV news           | 19 |
| ● Local radio             | 6  |
| ● Word of mouth           | 13 |
| ● Other                   | 3  |



7. Any comments around how you'd like to hear news and updates from Cambridgeshire Fire and Rescue Service?

27  
Responses

Latest Responses  
*"For my needs I get what I need"*

5 respondents (19%) answered **emails** for this question.



**TO:** Overview and Scrutiny Committee

**FROM:** Head of People - Christine Doody

**PRESENTING OFFICERS:** Head of People - Christine Doody  
Telephone: 01480 444500  
christine.doody@cambsfire.gov.uk

**DATE:** 20 April 2023

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## **UPDATE ON CULTURE RELATED WORK AT CAMBRIDGESHIRE FIRE AND RESCUE SERVICE**

### **1. Purpose**

- 1.1 The purpose of this report is to update the Overview and Scrutiny Committee on the work planned around culture at Cambridgeshire Fire and Rescue Service (CFRS), including the gap analysis against the independent culture review of London Fire Brigade and the gap analysis against His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) spotlight review of culture across the sector.

### **2. Recommendations**

- 2.1 The committee is asked to;
- 2.1.1 Note the work undertaken and make comment as they deem appropriate,
- 2.1.2 Discuss Paragraph 8 – representation at quarterly Inclusion Steering Group meetings.

### **3. Risk Assessment**

- 3.1 **Political** – HMICFRS's spotlight report on culture across the sector, published in March 2023, follows the independent culture review of London Fire Brigade in November 2022. It is now mandated across the sector to disclose any culture related cases within the past 12 months as well as any current cases directly to HMICFRS; our recent HMICFRS inspection had a focus on culture.
- 3.2 **Social** - Reviewing the recommendations in these reports against our current practices will demonstrate that we put the interests of the community and our colleagues at the centre of everything we do, in line with our vision and values. Our published 2020/24 Integrated Risk Management Plan (IRMP) has a strategic objective to further develop our culture. It is important to continue this work for our colleagues and the community.

3.3 **Legal** – Compliance with our existing Code of Conduct, which was updated in October 2021 to reference the National Fire Chiefs Council (NFCC) Core Code of Ethics fire standard, outlines our culture in the expected behaviours for colleagues and is written into all contracts of employment.

3.3.1 The Equality Act 2010 legally protects people from harassment or less favourable treatment in the workplace related to the protected characteristics of age, disability, gender reassignment, race religion or belief, sex or sexual orientation. This legislation also protects all of the protected characteristics against discrimination including marriage and civil partnership, pregnancy and maternity.

3.4 There is therefore significant political, social and legal risk in failing to demonstrate that we have duly considered these reports against our current practices.

#### 4. **Equality Impact Assessment**

4.1 Equality impact assessments (EQIA's) are carried out for any relevant actions within our plans.

#### 5. **Background**

5.1 Culture has been a strategic focus for at least the last ten years. In our current IRMP we have a strategic objective to further develop our culture. The IRMP action plan outlines this year's culture related actions throughout the 'People Excellence' section as follows;

- Continue to develop our organisational culture and enhance employee engagement;
- Develop and improve the ways we support the mental health and wellbeing of employees,
- Ongoing work to improve the diversity of our workforce,
- Expand our programme of development activities,
- Continue to embed an understanding of the value of quality conversations,
- Strengthen ways in which we understand our succession planning needs,
- Continue to review of our recruitment and progression process to provide equality of opportunity.

- 5.2 CFRS was rated “Good” in the HMICFRS inspection in 2020 for ‘People’. The inspection included a survey to all employees that asked a range of questions to measure organisational culture. In the inspection report it was noted that CFRS *“looks after it’s people well...prioritises the physical and mental health and wellbeing...is a great place to work...with an open management structure”* and how colleagues *“felt safe and supported to challenge the status quo”*. They noted that CFRS had *“improved its approach to equality, diversity and inclusion”* since the previous inspection.
- 5.3 This year we will consult with colleagues and the community to build our Community Risk Management Plan (CRMP) for 2024/29 and therefore there is an opportunity to reflect on our culture journey as it will likely continue to be a strategic objective.
- 5.4 In addition to our current IRMP action plan, officers have undertaken a gap analysis of the London Fire Brigade Independent Review of Culture and HMICFRS’ Spotlight on Culture report’s recommendations.

## **6. Gap Analysis against the London Fire Brigade Independent Culture Review**

- 6.1 Recent actions that are relevant to this gap analysis, that are completed or in progress, are;
- We reviewed and relaunched of our Equality Act eLearning which reached 100% completion in 2022. We relaunched the manager’s inclusion eLearning module in 2023.
  - Watches attended a face-to-face inclusion workshop that covered our values, culture, the protected characteristics and unconscious bias. We are refreshing and relaunching our inclusive leadership development course for all managers this year.
  - We have refreshed our suite of professional skills development workshops to support wellbeing, resilience, professional behaviours and quality conversations, supported by a range of online mindset modules. We had great attendance from colleagues across the organisation and positive feedback.
  - We have launched development portfolios for progression in wholetime and combined fire control to crew commander, watch commander and station commander. The development portfolios include evidencing behaviours that support our values, one team behaviours and leadership attributes.

- We have recently run an all-employee engagement survey and the initial results show that our engagement level is 79%, an increase from the last full survey in 2019.
- We have equality impact assessed our previous wholetime recruitment campaign and have planned positive action in our 2023 campaign, including re-introducing community assessors to our selection panels.
- We reviewed and improved our approach to neurodiversity support. We have added a workshop about managing neurodiversity in the workplace to our suite of professional skills courses.
- Our equality, diversity and inclusion work has evaluation measures that are reviewed annually. This year we will also use the new NFCC maturity model self-assessment for equality, diversity and inclusion.
- We have an 'Employer of Choice' project to ensure our values and positive culture are displayed in recruitment.
- We have reviewed our current trauma risk management or TRiM process and have set up a project to introduce any revised interventions.
- We have reviewed our processes for monitoring secondary contracts to ensure we support the wellbeing of colleagues with more than one role.
- We have reviewed our sickness absence management policy and process to ensure alignment with our values. We have held workshops with managers to develop their skills in managing the wellbeing of their teams.
- We relaunched our Personal Development Review/one-to-one guidance with a suite of supporting tools.
- We have started reviewing our suite of people policies to ensure alignment with our values.
- Since the pandemic, the people group and senior leadership team have worked in a hybrid way, including working from stations, to allow for even more informal collaboration and conversations with colleagues, in addition to planned station visits.
- We are designing community engagement dashboards based on the Census 2021 demographic data, for targeted community engagement activity by each station going forward, to ensure that we are inclusive and that hard to reach groups have the opportunity to be involved with the service.
- We have designed a new role to recruit a qualified counsellor, to further support the mental health and wellbeing of colleagues.



- We are reviewing our leavers' questionnaire and conversations to ensure that the process gathers feedback about our culture and that we can identify any actions needed.
- We are re-communicating our RESPECT programme to all colleagues. We have set up a SharePoint page listing all the channels that colleagues can use to report anything of concern and communicated this to everyone.
- Following the engagement survey, we are going to do the work to clarify our culture and expectations in line with our values and refresh our 'One Team Behaviours' to ensure they align and colleagues have clarity on what is expected of them and that managers embed them into our practices.
- We have reviewed our 'People Excellence' data reporting to give greater visibility to the leadership team in key areas, to aid decision making.

6.2 From the London Fire Brigade Independent Culture Report recommendations, there were four areas that we will take forward;

- We review the 'People Excellence' data quarterly and present it as separate topics. We will bring this data together into a dashboard of key metrics so that we can review our culture holistically and further aid insights and decision-making.
- We have a suicide communication plan; we will create a suicide support guide and make it available to all colleagues for information.
- We are considering the options for independent panel members on group commander/head of group and senior leadership team role selection panels.
- We are reviewing our recruitment application form to add a request for disclosure of membership of any external organisations that would conflict with our values.

## **7. Gap Analysis against HMICFRS' Culture Spotlight Report**

7.1 Recent actions that are relevant to this gap analysis, that are completed or in progress are;

- We notify HMICFRS regularly of any concerns raised related to our culture.

- We have incorporated the NFCC's Core Code of Ethics into our Code of Conduct.
- We have re-communicated all the channels colleagues can use to raise concerns and seek support.
- Our complaints process and contact form are available to the public on our website.
- We are refreshing and relaunching our inclusive leadership development course for all managers this year.
- We have contact logs so that if a colleague raises a concern, we can ensure they are regularly updated and we provide support.
- We are completing a gap analysis on two new fire standards – Leading and Developing People and Leading the Service.
- We have a 360 feedback tool, we are updating the content and will roll it out to all leaders/line managers.
- We have re-designed our EQIA process and trained over a hundred colleagues to complete EQIAs. The course is now part of our professional development workshops and there are regular peer sessions.
- We gather diversity data in line with the NFCC ED&I data toolkit.
- We review 'People Excellence' data quarterly and it is currently presented as separate topics. We will bring this data together into a dashboard of key metrics so that we can review our culture holistically and further aid insights and decision-making.
- We are reviewing our recruitment background check arrangements and our approach to DBS' for all employees, ahead of the upcoming proposed legislation change.
- We are reviewing the data we collect on protected characteristics against the Office for National Statistics' harmonised standard, ahead of the Home Office updating their data collection next year.
- We are reviewing the options of running our engagement survey, or a culture survey, more frequently.
- We have considered the NFCC's direct entry programme into management and over the next few years we will learn from other fire and rescue services who are taking part in the recently launched pilot. We would welcome a funded programme being introduced in the future.

- We are researching the options available to trial an external reporting line, in addition to our current channels that colleagues can use to raise a concern.
- We are updating our succession planning/talent management work, which will include an EQIA at relevant points and positive action.

7.2 From the HMICFRS' Culture Spotlight Report, there were two additional areas that we will take forward;

- Consideration of how we can apply the principles of professional standards for oversight of conduct cases.
- More promotion of progression paths for existing colleagues in non-operational roles and positive action.

## 8. **Governance**

8.1 Culture and equality, diversity and inclusion plans are discussed at the quarterly Inclusion Steering Group. The attendees are inclusion network and working group leads, members of the senior leadership team and fire authority members. The Overview and Scrutiny Committee is asked to discuss and consider representation at these meetings going forward.

## BIBLIOGRAPHY

| Source Documents  | Location   | Contact Officer   |
|---|--|---|
| HMICFRS Spotlight Report on Culture                                   | <a href="#">Values and Culture in FRS' on website</a>  | Christine Doody<br>Head of People<br>01480 444500<br><a href="mailto:christine.doody@cambsfire.gov.uk">christine.doody@cambsfire.gov.uk</a> |
| Independent Culture Review of London Fire Brigade November 2022       | <a href="#">Independent Culture Review of London Fire Brigade (london-fire.gov.uk) on website</a>            |   |
| HMICFRS State of Fire 2022 Report                                     | <a href="#">State of Fire 2022 on website</a>  |   |
| CFRS Code of Conduct  | <a href="#">Code of Conduct</a>  |   |
| IRMP 2020/24  | <a href="#">IRMP on website</a>  |   |
| CFRS Values   | <a href="#">CFRS Values on website</a>   |   |
| NFCC Maturity Models  | <a href="#">NFCC Maturity Models on website</a>  |   |
| Fire Standard – Leading the Service and Leading and Developing People | <a href="#">Leading the Service on website</a><br><a href="#">Leading &amp; Developing People on website</a> |   |
| NFCC ED&I Data Toolkit  | <a href="#">NFCC ED&amp;I Data Toolkit on website</a>  |   |
| NFCC Direct Entry Scheme  | <a href="#">NFCC Direct Entry Scheme on website</a>  |   |

# Hot Topic



Welcome to our first Hot Topic!

This is one of the more complex types of questions you will be asked as part of volunteering to be on our community engagement forum, sometimes it will only be one simple question.

We envisage you need 10 to 15 minutes to complete this survey for us.

We are planning to make changes in January to the way we sometimes crew some of our on-call fire engines and we'd like to know what you think.

The attached document explains the current situation and the changes we are planning to make. It starts with some explanations of terms such as on-call and wholetime firefighters to help your understanding.

We would please ask you to read the document (it is three A4 pages long and will take approximately six minutes to read).

- [Crews of 3 briefing Hot Topic.pdf](#)

We would then ask you to please completed the six questions in the survey linked here: [Responding with crews of three survey](#)

Completing the questions will take you two to five minutes depending on the detail you wish to provide.

The survey will close at 9am on December 19.

If you require any additional support with this, please contact [pressoffice@cambsfire.gov.uk](mailto:pressoffice@cambsfire.gov.uk) or call 01480 444500 and ask to

Speak to one of the media and communication team (in office hours).

Thank you so much for your time in responding to our first Hot Topic. Your support is greatly appreciated.



# Improving our response in rural areas

## Briefing sheet



CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE

### Terminology check

**Wholetime firefighters** – these are our full-time firefighters who work at fire stations in our larger cities and towns. These fire stations are staffed 24/7 or on a day-crewed status.

**Day-crewed** – these stations have a full-time crew in the day (8am – 6pm either Monday - Friday or 7-days a week) and at all other times they revert to on-call status.

**On-call fire stations** - these stations mainly cover our rural towns and villages although some of our urban fire stations have a second fire engine that is crewed on an on-call status.

**On-call firefighters** – crew our on-call station fire engines. They are not based at the fire station but carry a pager with them and if an emergency call comes in for that area, their pager goes off and they drop everything and get to the fire station to respond to the incident in the fire engine.

**Control** – where our control operators take emergency 999 calls and dispatch fire engines and other resources. Our Control is shared with Suffolk Fire and Rescue Service, so control operators take 999 calls for both counties.

### Current situation

At the moment, when you dial 999 needing the fire service, we aim to send that fire engine with five firefighters on it, but we do allow a crew to be sent with four firefighters if that is all they have available. This is the same for all fire engines – at both our wholetime fire stations and our on-call fire stations. A minimum crew of four firefighters is based on safe practices needed for some of our activities such as entering a building on fire.

We will occasionally allow a crew of three firefighters to attend an incident but only for our on-call fire stations and only for bin fires and small animal rescues.

### The issue

At our on-call fire stations, which are located in rural parts of the county, we struggle to have even four firefighters available to crew our fire engines, particularly in the day-time. This is despite continuous effort to promote the role and run recruitment campaigns. This is a national trend, not just an issue in Cambridgeshire, but it means that, for some of our rural areas, if an emergency call comes in, it is likely that the fire engine from a different fire station will attend, rather than the local/nearest fire engine.

On a significant number of occasions (875 over the last 11 years), there were three firefighters available locally that could have attended but were not sent as our minimum requirement for all but two incident types is four firefighters. At the moment, we only send a crew of three to bin fires and small animal rescues.

## The change we would like your thoughts on

We are always looking at ways for how we can improve our response times, particularly in rural areas given the challenges we face with recruiting and retaining on-call firefighters.

We believe one way to do this is to broaden when we allow a fire engine to attend an incident with a crew of three. Although we will always strive to send a crew with a minimum of five firefighters on it, for our on-call fire station areas where this is not always possible, we feel that utilising the three firefighters we often have available locally will offer a quicker response to those that need our help.

A crew of three firefighters can resolve many different types of incidents and for the rarer occasions where someone is trapped in a building that is on fire and our safe practices will only allow them in with a crew of four, they can get the water supply connected, get the equipment out and start tackling the fire from the outside until the back up crew arrives. At which point they will be ready to go straight in, so still saving time compared to if they didn't attend.

Our intention with this is to improve our response times in rural areas. Ultimately, get trained firefighters to an emergency as quickly and safely as possible.

We will not be introducing this change at our wholetime fire stations as we ensure they always have a crew of 4-6 firefighters at any one time.

### A working example

This diagram helps to explain it using Sawtry as an example. You can see three on-call firefighters at home/work, a few minutes away from the fire station, available to crew the fire engine if needed.

The flames represent the location of an emergency call. Under our current crewing policy, the three firefighters would not be called, even though they are very close by and fully trained. This is because there are only three of them and our current policy is to send a minimum of four firefighters.

So the local fire engine at Sawtry is classified as 'off the run' and not available due to a crewing shortage.

Therefore, our Control would send the next nearest fire engine. Depending on the time of day and circumstances, this is likely to be either Yaxley or Stanground. Yaxley is on-call too and also suffers from crews not being available all the time, so it could well be Stanground that is sent with an estimated travel time of 14.8 mins.

Under our new proposal to send a crew of three in rural areas, the three local firefighters could be at the incident with the fire engine in 5 - 8 minutes (allowing for them to travel to the fire station to get the fire





engine and then travel to the incident). This is 7 - 10 minutes quicker than waiting for Stanground or Yaxley.

It is important to note that we would still send back up fire engines. The benefit is that if the crew of three is able to resolve the incident, the back up crews can be sent back to their own areas quicker

### **What are the benefits to this change?**

- A fire engine at the incident in a quicker time
- A quicker resolution to the incident
- First aid administered quicker, potentially saving life
- Crews from further away being available in their local area again quicker
- This is a crewing enhancement – we will send the same fire engines we would do now as well as the crew of three. But if the other crews are not needed they can be sent back quicker.
- Our on-call firefighters get to use their skills and training more which may help with retention of on-call firefighters.
- Suffolk Fire and Rescue Service already send crews of three to incidents in rural areas. We share a Control with Suffolk so this will align crewing practices.

### **Are there any risks?**

We don't believe that there are any additional risks to what our firefighters face now.

The Fire Brigade's Union is against sending crews of three as they believe it puts our firefighters at greater risk of moral pressure if there is someone trapped in a house fire and they are unable to go in until the second fire engine arrives. Whilst we acknowledge this concern, we do not believe that this is any different to other situations our firefighters face now. For example, a crew of four or five cannot enter a high rise building, such as a block of flats, until a second crew arrives. And our on-call firefighters cannot enter water to rescue someone – they have to wait until the in-water trained teams arrive. In both these scenarios someone could need rescuing.

Our firefighters are highly trained and know what is expected of them. There is still lots they can do as you've already read – getting the hoses out, locating a hydrant, hooking up the water supply, cordoning off the area to protect others, tackling the fire from the outside and being ready to go into the building as soon as the second crew arrives. All of this will save time and enable us to deal with the situation in a quicker time.

But we have also looked at the likelihood of this type of situation happening. Looking at our data, over the last 11 years, there were only two incidents in rural areas where a person needed rescuing from a building that was on fire. Yet 875 incidents over the last 11 years would have benefited from having a crew of three arrive quicker.

### **Conclusion and your thoughts**

We really do believe this change will bring significant changes to our attendance time in rural areas. We reiterate again that a crew of three will only be used when we cannot get four or more and we will continue our recruitment campaigning to attract more people to consider a role as an on-call firefighter.

We'd now like to know what you think. The email you received has six questions which we would be grateful for your thoughts on having read this document. Thank you so much for reading this and submitting your responses.

# Responding with crews of three

\* Required

1. Please confirm you have read and understood the document that was sent to you to explain crews of three. \*

- ☐ Yes I have read it
- ☐ No I haven't read it

2. Do you think this change will benefit residents? \*

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Other

3. If you have dialled 999 requesting the fire service and a crew of three firefighters turned up in the fire engine some minutes later, how relieved would you feel on their arrival? \*

Very relieved

Somewhat relieved

Don't know

Some concern

Very concerned

4. Considering the benefits and the potential risks outlined, do you believe this is a positive change? \*

☐ Yes

☐ No

☐ Don't know

5. What is more important to you: \*

☐ The number of firefighters on a fire engine

☐ The time it takes for the fire engine to arrive

6. Anything else you wish to add?

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Microsoft Forms

# Responding with crews of three

|           |                          |        |
|-----------|--------------------------|--------|
| 40        | 07:32                    | Active |
| Responses | Average time to complete | Status |

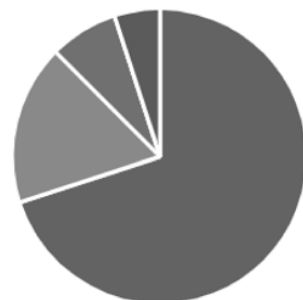
1. Please confirm you have read and understood the document that was sent to you to explain crews of three.

|                        |    |
|------------------------|----|
| ● Yes I have read it   | 40 |
| ● No I haven't read it | 0  |



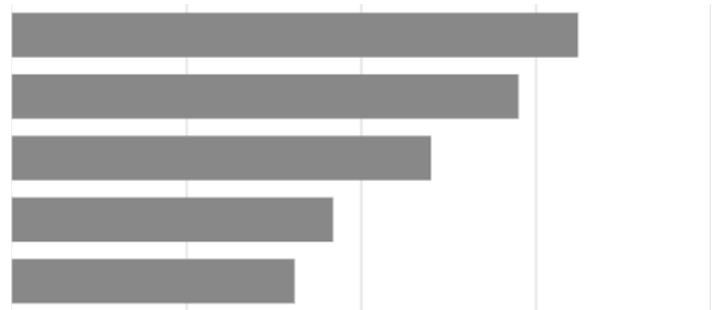
2. Do you think this change will benefit residents?

|              |    |
|--------------|----|
| ● Yes        | 28 |
| ● No         | 7  |
| ● Don't know | 3  |
| ● Other      | 2  |



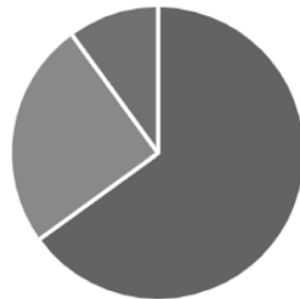
3. If you have dialled 999 requesting the fire service and a crew of three firefighters turned up in the fire engine some minutes later, how relieved would you feel on their arrival?

- 1 Very relieved
- 2 Somewhat relieved
- 3 Don't know
- 4 Some concern
- 5 Very concerned



4. Considering the benefits and the potential risks outlined, do you believe this is a positive change?

- Yes 26
- No 10
- Don't know 4



5. What is more important to you:

- The number of firefighters on a ... 7
- The time it takes for the fire eng... 33



6. Anything else you wish to add?

33  
Responses

Latest Responses

"As a relative of a Firefighter (although they don't work in this a...

"I am not an expert on the fire service, but it seems to me that ...

17 respondents (52%) answered **crew** for this question.

A word cloud of terms related to firefighting and fire services. The most prominent words are 'firefighters', 'crew', and 'fire'. Other visible terms include 'pan fire', 'crew members', 'fire crews', 'smaller crew', 'Fire Control', 'Fire Service', 'called', 'risk', 'fire sta', 'long', 'crews a', 'Fire Engine', 'fire fighters', 'incident', 'cooker fire', and 'crews of'.

**TOTAL SUBSCRIBERS - 204**

**Age**

18-29 - 4

30-39 - 29

40-49 - 38

50-59 - 58

60-69 - 43

70+ - 25

Prefer not/no answer - 7

**Sex**

Male - 67

Female - 128

Prefer not/no answer – 9

**Gender identity**

Male - 66

Female - 125

Prefer not/no answer - 12

Other - 1

**Sexual orientation**

Straight - 175

Gay/Lesbian - 3

Bisexual - 1

Other - 2

Prefer not/no answer - 23

**Religion**



Any other - 9  
Buddhist - 1  
Christian - 101  
Hindu - 3  
Jewish - 1  
Muslim - 2  
No religion - 69  
Prefer not/no answer - 18

**Ethnicity**

English - 163  
Black - 1  
Mixed - 1  
White other - 11  
Chinese - 2  
Indian - 2  
Irish - 2  
Other Asian - 1  
Pakistani - 1  
White Asian - 1  
Prefer not/no answer - 19

**Do you have a disability or neurodiversity?**

No - 117  
Mental health condition - 8  
Non-physical/visible - 22  
Physical - 16  
Other - 8  
Specific learning difficulty - 10

Prefer not/no answer - 23

**Which district do you live in?**

Cambridge - 16

East Cambs - 31

Fenland - 35

Hunts - 54

Peterborough - 33

South Cambs - 35

**Do you know where your nearest fire station is?**

Burwell - 1

Cambourne - 6

Cambridge - 19

Chatteris - 6

Cottenham - 12

Dogsthorpe - 11

Ely - 17

Huntingdon - 26

Gamlingay - 0

Kimbolton - 0

Linton - 4

Littleport - 3

Manea - 3

March - 8

Peterborough Vols - 6

Ramsey - 3

Sawston - 1

Sawtry - 5

Soham - 5

St Ives - 5

St Neots - 17

Stanground - 13

Sutton - 3

Thorney - 2

Whittlesey - 3

Wisbech - 15

Yaxley - 2

Dunno - 8

22 said they are both residents and business owners

## OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME

### MEETINGS 2023/24

| Date                | Meeting Time | Venue |
|---------------------|--------------|-------|
| <b>2023</b>         |              |       |
| Thursday 20 April   | 1400 hours   | SHQ   |
| Wednesday 19 July   | 1400 hours   | SHQ   |
| Wednesday 4 October | 1400 hours   | SHQ   |
| <b>2024</b>         |              |       |
| Monday 15 January   | 1400 hours   | SHQ   |
| Monday 22 April     | 1400 hours   | SHQ   |

### WORK PROGRAMME 2023/24

| Thursday 20 April 2023 |  |   |  |
|------------------------|--|---|--|
| No.                    | Agenda Item  | Member/Officer  |  |
| 1                      | Apologies for absence and declarations of interest                 |   |  |
| 2                      | Minutes of Overview and Scrutiny Committee Meeting 19 January 2023 |   |  |
|                        | Action Log   |   |  |
| 3                      | <b><u>Overview</u></b><br>IRMP Performance Measures                | ACFO/Head of Service Transformation                     |  |
| 4                      | Fire Authority Programme Management – Monitoring Report            | Deputy Chief Executive Officer                          |  |
| 5                      | Grenfell Disaster Action Plan and Related Works - Update           | Area Commander Operational Response and Fire Protection |  |
| 6                      | <b><u>Audit</u></b><br>Internal Audit Strategy 2023/24             | RSM   |  |
| 7                      | Internal Audit Progress Report                                     | RSM   |  |
| 8                      | <b><u>Scrutiny</u></b>   |   |  |

|    |  |   |                                 |
|----|--|---|---------------------------------|
|    | Community Engagement Forum - Update    | Head of Transparency, Media and Communication | Added as per Action Log         |
| 9  | Update on Culture Related Work at CFRS | Head of People                                | Requested by Chair of Committee |
| 10 | Work Programme 2023/24                 | Chair   |                                 |

### Wednesday 19 July 2023

| No. | Agenda Item  | Member/Officer                      |                         |
|-----|--|-------------------------------------|-------------------------|
|     | Minutes of Overview and Scrutiny Committee Meeting 20 April 2023 |                                     |                         |
|     | Action Log   |                                     |                         |
|     | <b><u>Overview</u></b><br>IRMP Performance Measures              | ACFO/Head of Service Transformation |                         |
|     | <b><u>Audit</u></b><br>Internal Audit Progress Report            | RSM                                 |                         |
|     | <b><u>Scrutiny</u></b><br>Staffing Task and Finish Group         | TBC                                 | Added as per Action Log |
|     | Work Programme 2023/24   | Chair                               |                         |

### Wednesday 4 October 2023

| No. | Agenda Item   | Member/Officer                      |        |
|-----|---|-------------------------------------|--------|
|     | Minutes of Overview and Scrutiny Committee Meeting 19 July 2023 |                                     |        |
|     | Action Log  |                                     |        |
|     | <b><u>Overview</u></b><br>IRMP Performance Measures             | ACFO/Head of Service Transformation |        |
|     | CFRS Cyber Security Update Report                               | Head of ICT and OHU                 | Annual |
|     | Fire Authority Programme Management – Monitoring Report         | Deputy Chief Executive Officer      |        |
|     | <b><u>Audit</u></b><br>Internal Audit Progress Report           | RSM                                 |        |
|     | <b><u>Scrutiny</u></b><br>TBC                                   |                                     |        |
|     | Work Programme 2023/24  | Chair                               |        |

### Monday 15 January 2024

| No. | Agenda Item | Member/Officer |  |
|-----|-------------|----------------|--|
|-----|-------------|----------------|--|

|  |   |                                     |  |
|--|---|-------------------------------------|--|
|  | Minutes of Overview and Scrutiny Committee Meeting 4 October 2023 |                                     |  |
|  | Action Log  |                                     |  |
|  | <b><u>Overview</u></b><br>IRMP Performance Measures               | ACFO/Head of Service Transformation |  |
|  | <b><u>Audit</u></b><br>Internal Audit Progress Report             | RSM                                 |  |
|  | <b><u>Scrutiny</u></b><br>TBC                                     |                                     |  |
|  | Work Programme 2023/24  | Chair                               |  |

**Monday 22 April 2024**

| No. | Agenda Item  | Member/Officer                      |  |
|-----|--|-------------------------------------|--|
|     | Minutes of Overview and Scrutiny Committee Meeting 15 January 2024 |                                     |  |
|     | Action Log   |                                     |  |
|     | <b><u>Overview</u></b><br>IRMP Performance Measures                | ACFO/Head of Service Transformation |  |
|     | Fire Authority Programme Management – Monitoring Report            | Deputy Chief Executive Officer      |  |
|     | <b><u>Audit</u></b><br>Annual Internal Audit Report 2023/24        | RSM                                 |  |
|     | Internal Audit Strategy 2023/24                                    | RSM                                 |  |
|     | Internal Audit Progress Report                                     | RSM                                 |  |
|     | <b><u>Scrutiny</u></b><br>TBC                                      |                                     |  |
|     | Work Programme 2024/25   | Chair                               |  |