

To: Cambridgeshire and Peterborough Fire Authority

From: Head of Service Transformation – Tamsin Mirfin

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Review of Integrated Risk Management Plan Performance

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update of delivery against our Integrated Risk Management Plan (IRMP) 2020/24.

2. Recommendation

- 2.1 The Authority is asked to note the contents of the report 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 Service's IRMP 2020/24, published in April 2020, will cover the period from April 2020 to March 2024. This report focuses on the progress made against the action plan in year three (2022/23).
- 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 strategic and business delivery risk, 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 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are several activities we committed to deliver in our IRMP for 2020/24. These are listed in Paragraphs 6 to 9, accompanied by a brief explanation of progress made in this year.

6. People Excellence Delivery Update

- 6.1 **Continued work to develop our organisational culture and to enhance staff engagement, including ensuring mechanisms are in place to properly feedback to staff and facilitating opportunities for colleagues from across different areas of the Service to engage and work with each other more.**

We carried out an employee engagement survey in October 2022, presenting the outcomes to all colleagues in January 2023. The results showed an improvement in overall employee engagement of 9% compared to 2019 and an overall engagement score of 79%. In many areas we scored above the fire service sector benchmark used by the external provider and this was a significant difference in some areas. Since January we have been working to further analyse the results and identify the areas where different employee groups feel less satisfied. We have ensured these areas are dovetailed into the wider culture journey work planned for 2023/24 and beyond.

A Women's Day event was held and chosen topics were explored to further understand colleagues' thoughts and suggestions.

In April 2023, the views of women working in all areas of the Service were canvassed around the impact of periods and the menopause at work. A number of recommendations were made following this including rolling out menopause awareness training for all colleagues in 2023/24, a refresh of emergency period protection packs in toilets and on all fire appliances and a trial of portable toilets on

two fire appliances. The portable toilets have since been ordered for all fire appliances in the county.

As part of an annual review of our actions to continue to develop our culture, we completed a gap analysis of the London Fire Brigade culture review report and the actions have been built into our IRMP action plan for 2023/24.

6.2 Developing and improving the ways in which we support the mental health and wellbeing of our staff.

A review of mental health provision has been conducted since the departure of our Mental Health and Wellbeing Advisor. An agreement has been reached to appoint a Psychological Wellbeing Practitioner to enable low level interventions to be carried out locally. Additionally, work is beginning with the Fire Fighter's Charity to determine support that can be provided by them.

6.3 On-going work to improve the diversity of our workforce, including continuing to build long-term relationships with our diverse communities through our community engagement and positive action programmes.

We delivered our Inclusion Plan that contained actions for community inclusion, compliance, channels and development.

Coming out of our pandemic restrictions, we re-started community engagement and attended many events including Pride Cambridge and Peterborough and the Black History Month event in Peterborough. We attended Asian Fire Services Association inclusion conferences to learn from other services and external speakers. We started an 'Employer of Choice' initiative to ensure our inclusive culture is represented in our recruitment branding and equality impact assessed our wholetime recruitment process and identified positive action for this year's campaign. We completed accessibility work on our website and created British Sign Language videos around our key fire safety topics.

For development of colleagues, we revised the content of and re-launched our mandatory equality, diversity and inclusion (ED&I) e-learning module and reached 100% completion, as well as training over 100 managers in equality impact assessments (EQIA) and all watches had 'Introduction to Inclusion' sessions delivered by the ED&I team. We updated our inclusion page with webinars, videos and local events throughout the year that colleagues could watch or attend.

For compliance, we reviewed and launched a new EQIA process, reviewed and improved our neurodiversity support process, renewed our disability confident status, completed an external benchmarking process for our ED&I work, reviewed our Gender Pay Gap data and published our annual ED&I report.

For channels, we reviewed the content and scheduling of our Inclusion Network meetings to reach more colleagues and put terms of reference in place for our working groups. We appointed new Women in the Fire Service (WFS) representatives and have supported our female operational working group to take forward initiatives and listen to feedback.

6.4 Expand our programme of development activities to prepare staff for future roles and opportunities, including:

- **collaborative development programmes with other fire services and partner organisations,**

- **building leadership and management skills for the future,**
- **strengthening opportunities for staff to be responsible for their own learning, balanced with growing managers' accountability for facilitating development of their staff.**

We launched Coaching Culture's development and mindset learning modules and promoted the National Fire Chiefs Council (NFCC) new coaching and mentoring platform. We expanded our range of professional skills workshops that are open to all colleagues, based on feedback. We collaborated with Hertfordshire FRS and Bedfordshire FRS to review the content and deliver a leadership development programme for Crew/Watch Commanders who are looking to progress. We clarified our mandatory e-learning modules for all employees and reviewed the content of the ED&I module.

6.5 Continuing to embed an understanding of the value of quality conversations to enhance personal performance and development.

We gathered and listened to feedback from colleagues around any barriers to quality conversations about performance and development. From this we re-clarified the purpose of PDRs/121s and created a supporting toolkit including videos, guides and workshops.

6.6 Strengthening the ways in which we understand our succession planning needs and identify and match an individual's potential to those needs, including;

- **exploring the introduction of a shadowing programme to help give greater insight into and understanding of more senior roles,**
- **considering and evaluating our provision of apprenticeship schemes within the Service, offering greater opportunities for formal qualifications which support the careers of existing staff and promote the different professions available within the Service to those looking to start a career with us.**

We created and launched development portfolios for wholetime and Combined Fire Control progression from Firefighter through to Crew Commander, Watch Commander and Station Commander based on national operation guidance, our values and leadership attributes. We will evaluate this year and then create development portfolios for Support and On-Call.

We piloted an initial approach to talent and succession, which will be evaluated this year to inform the way forward.

6.7 Continual review of our recruitment and promotion processes to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service.

We evaluated and completed an EQIA on our previous wholetime recruitment process and the insights and actions have been built into this years' recruitment process. For example, we have re-introduced community assessors to our wholetime firefighter interview panels. This year we will do the same evaluation and EQIAs for our other recruitment processes.

7. Community Safety Excellence Delivery Update

7.1 Further collaboration with health, social care and other partners to refine ways to identify and reach those most at risk of fire.

We continue to define and develop our use of partner data to ensure we are focusing our efforts on those we define as most vulnerable. Successes in our Anglia Water data sharing agreement, hospital bed data and increased referral rate from partners has allowed us to reach high or very high risk people on 84% of occasions. More intelligent use of data has also increased the times our crews are getting across the doorstep to 70%. This improved efficiency is not only helping to keep our communities safe but also allowing us to do more. Last year we delivered 'Safe and Well' visits to over 6322 vulnerable households, more than we have ever delivered in a year before.

7.2 Develop our Fire Break Programme to support the safety, health and personal development of identified young people.

Fire Break goes from strength to strength. Last year we delivered 10 Fire Break courses (academic year) to approximately 120 young people. Fire Break is unfunded and we continue to work across partners to ensure funding is available to deliver these very popular interventions. In the last year we have included an evaluation tool "impactasaurus" which is a product from the NFCC's Early Years Implementation Framework. This will allow us to clearly evidence the positive impact of the Fire Break intervention on the young people who attend the course and add further weight to its efficacy when seeking funding.

7.3 Explore opportunities to offer early intervention and positively influence children and younger people.

We have reviewed our children and young people offering and are focusing our efforts on Fire Break and Fire Setters. We are also promoting the NFCC Stay Wise Programme. This offers nationally agreed learning materials which are accessible to Key Stage 1 and 2 and can be included in the national curriculum covering areas such as staying safe in the home, water and road safety. To reach Reception and Key Stage 1 children, we have also developed a character called Jet the Dragon. Jet has been designed specifically to deliver safety messages to early learners. To date, there have been four stories from Jet, covering general fire safety, inland water safety, coastal water safety and Halloween safety. Jet the Dragon also features on the Stay Wise virtual resource available nationally.

7.4 Work with partners and local authorities to support businesses to comply with regulation and ultimately create safer places to live, work and visit.

We have engaged with businesses through seminars and webinars as well as targeting businesses that are more likely to have a fire in a non-domestic premises. We have worked as part of a multi-agency team in the area of Lincoln Road, Peterborough to respond to days of action in this area ensuring people are safe in their homes as well as businesses in the area. We will continue to work with the local authority building control and partners to ensure the built environment is safe for the public who may live, work or visit.

7.5 Continue to lobby and work with developers and local authorities to increase public safety through the fitting of sprinklers where relevant.

We continue to engage with developers and local authority to recommend the fitting of sprinklers where legislation does not require it. We planned to hold a sprinkler

conference but this was delayed due to COVID and other conflicting priorities such as the new legislation around fire safety. The plan is to undertake this conference in the next year. With the introduction of new legislation and the forming of regional multi-disciplinary teams there will be far better consultation when in scope buildings are being planned and designed allowing us to have a greater voice at an early stage of planning.

7.6 Continue to work with partners from the road and water safety partnerships to reduce the number of people killed or injured on our roads and waterways.

We have recruited a dedicated Community Road Safety Officer. This role is hosted by the Service and funded by the Office of the Police and Crime Commissioner (OPCC). This partnership approach ensures the police and fire service are aligned with the community casualty reduction focus set out by the OPCC, through the Vision Zero Road Safety Partnership. Our Road and Water Safety Team have delivered several initiatives to the public in 2022, successfully delivering 20 'Biker Down' sessions to 200 members of the public and 'Be Water Aware' sessions to approximately 4,500 students in schools throughout Cambridgeshire and Peterborough, specifically to Key Stage 2 and 3 students.

7.7 Develop and embed systems to effectively evaluate our activity to keep the community safe.

Evaluation is embedded in all prevention activity. This has led us to ceasing some activities we have done previously and ensure that we focus our resources on best outcomes. We use various quantitative and qualitative performance measures to gauge the effectiveness and depth of our reach. These include pre- and post-evaluation of our headline activities such as 'Safe and Well' visits.

We have launched a post incident review project, 'Customer Conversation,' in partnership with academic professor Andrew Clark at Salford University to further investigate behaviours that lead to a fire occurring in the home to help shape our approach and messaging to reduce the occurrence of these in the future. Full investigative interviews are being carried out with participating households following incidents to give us the story behind why a fire occurred and allow us to identify the behavioural changes we need to influence to reduce them in future.

7.8 Bring together expertise from protection, prevention, and community resilience to reduce risk to people, places and events.

We continue to visit risk sites across the county using experts from all groups, limiting the impact on the business we are visiting and improving our efficient use of resource. We undertake these collective visits to many of our high-risk sites/premises across the county. We have also undertaken the days of action with prevention and protection teams. This most recently focused on the area of Lincoln Road, Peterborough where the response also included local authority, police and environmental health and other partner agencies.

8. Operational Delivery Update

8.1 Continue to align operational resources to our risk and demand, understanding our response model options and the number of resources required to achieve them.

We have launched our Operational Risk Review Project in the last year that will help us to better understand our efficiency and effectiveness in terms of use of resources and the demands placed upon them. This has and will continue to provide recommendations on how we can best use our resources to mitigate the risk including crewing models, upgrading equipment and vehicles for operational capacity, On-Call focus on recruitment and retention (including remuneration). It will also review our fire stations to ensure we are making best use of all resources available to us.

8.2 Continue to develop the use of our On-Call crews to improve our operational service to the public.

We have removed 13.5m ladders from On-Call fire appliances removing the need for On-Call to train on them during all phases of training. This frees up capacity for other training and removes barriers to some individuals joining the On-Call. We have also introduced crews of three which has provided approximately 1,000 additional hours of cover per month and seen an increase in mobilisations for most On-Call stations. We will continue to strive to ensure we have appliances that are mobilised with crews of four or more but where we can't crews of three will be utilised.

8.3 Continue to explore and implement improvements to support the working experience for our On-Call staff.

Crews of three will take time to embed and evaluate but initial findings would suggest that with mobilisations increasing at certain stations, morale has also increased and hopefully in the long-term retention will. Battle boxes have been introduced on all On-Call stations to help crews to maintain fitness, we have improved processes to help crews limit the impact of administration on their drill nights. We will continue to look at improving policies and procedures around annual leave and reward and recognition over the coming months.

8.4 Review the structure and resourcing in our Combined Fire Control to ensure the continual provision of a high quality, sustainable control function.

We continue to ensure we have a robust and resilient fire control. Call handling times continue to show improvement and our fire control operators demonstrated their abilities during the spate conditions between 1 July and 21 August 2023. During this time control colleagues took 8,326 calls which is an 88% increase over the five-year average. At its peak, they took 162 calls in one hour (9 August between 1700 and 1800 hours) and on 19 July they took 512 calls in a 24-hour period. This also included taking calls from other fire services across the country when Operation Willow Beck was initiated. The work to replace our ageing mobilising system continued this year. That hard work is gaining pace and will be a focus and service priority through 2023/24.

8.5 Continue our ongoing work to ensure our emergency vehicles and equipment meet our identified risks.

We have completed and updated our strategy to include sustainability within our identification and procurement of vehicles and equipment. Linking into our risk work and operational learning to enhance our response, seven new fire appliances with the latest technology and specialist rescue equipment have been brought into service across our fleet. We have also, following the summer spate conditions in 2022, procured two trial 4x4 vehicles with specific capabilities to support our response to wildland fires.

8.6 Continue to align service procedures with national operational guidance to improve firefighter safety and our ability to work with other fire and rescue services.

We continue to work through our plan to fully adopt and align to the National Operational Guidance (N.O.G). This sees us working collaboratively with all services within the eastern region to share both resources and peer review the information being provided to ensure where appropriate standardisation in response and share learning.

8.7 Continue to develop our central training facility to support the delivery of risk critical operational training.

In January 2023 we saw the successful move of crews and training centre from the site on Hartford Rad in Huntingdon to the new site at Percy Road; centralised training will be delivered from this state-of-the-art facility. Risk critical training which has previously required the use of external venues and travel can now be undertaken on one site. This ensures we are now able to maximise time and content of training due to the level of the facilities.

8.8 Review current arrangement for operational training to ensure they meet the needs of operational staff.

We have concluded the project to review the current arrangements for operational training and implemented the key identified areas. This has seen a new shift system for our training instructor team implemented which ensures a seven day and evening provision to meet the needs of our wholtime and On-Call firefighters. This also provides on watch training delivery for key specialist skills to be delivered by training centre staff at our wholtime watches whilst they are on duty.

We have developed and successfully created a flexible bridging course programme to best recognise the skills and attributes of our On-Call firefighters who have moved into the wholtime system through our recruitment programme.

8.9 Develop further our assurance across all operational areas to ensure a high level of performance and support the continued development of our staff.

We have put in place a programme to provide external verification and learning of our operational skills. This supports the ongoing assurance of our operational training and development of our staff. Supporting this we work within a newly established regional operational assurance group to benchmark against others in the sector. A key area of this is incident command where, through external verification, we can ensure robust assurance of our commanders. We continue to use our operational assurance programme at incidents to collect and share operational learning information nationally and internally.

9. Value for Money Delivery Update

9.1 Introduce the replacement national emergency service communication system.

The Emergency Services Mobile Communication Programme is run by the Home Office. This programme has seen several delays. We endeavour to continue to respond to requests for information or actions within the required timescales. We have stood down our resources supporting this project until further notice due to the current project challenges.

9.2 Deliver new emergency mobilising technologies into operational service as well as review existing technologies to deliver enhancements to these.

The project is making positive progress, with DCS installed and ready for implementation in 2023. A detailed training plan is in place and testing continues to move the project forward. Work will continue throughout this financial year to complete testing and commence the roll out of training ready to commence the transition and cut over activities.

9.3 Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by the automation and improvement of business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on value adding activities.

The whole platform has been migrated to a new supplier and work has been completed to upgrade and stabilise the platform. New support arrangements are in place to maintain the platform and to assist the Service to develop and deliver new processes and integrations to enhance efficiencies in business processes. The new On-Call payment process has been built, delivered, and went live in May 2023. Further works will commence to scope and deliver an On-Call recruitment process and the health and safety accident and near miss reporting and investigation processes throughout 2023/24.

9.5 Ensure technology delivers opportunities for more efficient and effective ways of working, with a particular emphasis on ensuring our software provides value for money while enabling better mobile working and joint working opportunities.

The remote access solution was replaced with a new Virtual Private Network (VPN) to enable better connectivity from remote locations. This has facilitated the retirement of some software. The end-user experience at stations has been improved through the retirement of the virtual desktop environment. Additional security tools are being procured to further improve cyber resilience. Contract renegotiations have resulted in some significant savings.

9.6 Review spend across departments and contractual arrangements to inform enhancements and improvements to our procurement processes.

All spend data requests for both the Home Office and NFCC Procurement Hub have been completed and this has provided valuable information in relation to our spend data across the Service. Moving forward with the new finance system we will be able to build our procurement plans, work with key stakeholders to continue to rationalise spend, aggregate spend into enabling contracts and seek further collaboration opportunities as well as continue to identify further saving opportunities.

Throughout this period, we have identified some considerable opportunities for savings and these have been recorded and submitted again to the Home Office and National Procurement Hub. We have also amended some processes in readiness of requirements within the New Procurement Act.

We have redesigned the Procurement Exemption Request forms, to provide more detail and further assist transparency and future tendering opportunities. We have further developed our supplier risk and impact tracker and supplier risk is very much a focus within the new contract onboarding and contract management.

We have developed a sustainable procurement strategy and this is now an integral part of our procurement and tendering process along with modern slavery checks, social value requirements and ethical procurement.

9.7 Ensure that financial awareness and greater accountability for budgets are in place to ensure that spend is efficient and effective.

A 'Financial Awareness and Understanding Your Budget' training session was delivered to the management group during 2022/23 and is now incorporated in the financial training for new starters who have budget responsibilities. Financial reporting and discussions now feature in the monthly Head of Group meetings as well as the quarterly value for money meetings as a fixed agenda item.

The Heads of Group are encouraged to identify any in-year savings which can be put into a tactical reserve which was established at the beginning of 2022/23 so that any in-year budget pressures at Heads of Group level can then be covered by this reserve. The requester provides a business case to the group when requesting funding from the reserve and this must be approved by the group and then reviewed by the Value for Money Committee. This enforces discussions around what is the best use of the funds.

Budget and expenditure reports have been improved to allow the recipients to have a better understanding of the cost drivers and budget pressures.

A zero-based budgeting approach has been used to build the 2023/24 budget, meaning that the budget holders were forced to start from zero and build their budgets from there.

9.8 Ensure that the digital drivers across the Service are understood, scoped and prioritised. Reviewing digital capacity to ensure that they are sufficient to meet the needs.

Digital engagement workshops have been held across the Service, to outline the current workplan and challenges for the digital teams. These workshops also enabled future digital requirements to be gathered and explored to feed into the work plans. A new single digital works request process has been put in place and is managed and overseen by the digital working group. The digital working group brings together all departments with digital responsibilities as key stakeholders to discuss and schedule work in a coordinated manner. A business case has been created and approved to introduce a two-year secondment opportunity to specifically look at how we utilise Microsoft 365 and to ensure that the organisation moves forward to embrace available toolsets.

9.10 Ensure that the Service has sustainability strategies in place and the mechanisms by which to measure and evaluate these.

We continue to develop and work towards our sustainability goals with key strands in place to support the strategy. We have commissioned and received an independent review of the key areas by the Carbon Trust with an action plan in review on areas of good practice and improvements identified. This will support our drive to net zero by 2030.

10. IRMP Performance Review 2022/23 End of Year Performance

- 10.1 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.

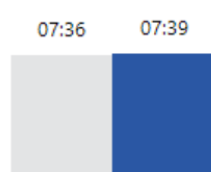
Attendance times – First pump – most serious incidents – Urban area within 9 minutes.

1st April 21- 1st April 22 -
31st Mar 22 31st Mar 23

April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 0.5%



Rolling 5 Years ▼ -1.1%



The measure remains within the attendance time measure for the most serious incidents. Although this was a slightly higher time than the previous years' due to the summer spate conditions that we saw.

Attendance times – First pump – most serious incidents – Rural area within 12 minutes.

1st April 21- 1st April 22 -
31st Mar 22 31st Mar 23

April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 0.6%



Rolling 5 Years ▼ -0.4%



The first pump rural attendance to most serious incidents finished the year slightly above our attendance time of 12 minutes at 12 minutes 18 seconds. Summer spate conditions will have impacted this measure.

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

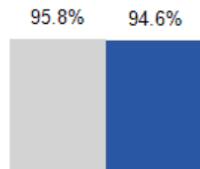
1st April 21-
31st Mar 22

1st April 22 -
31st Mar 23

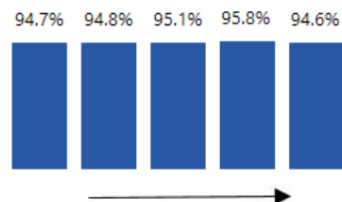
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▼ -1.2%



Rolling 5 Years ▼ 0.0%



Attendance within 18 minutes to all incidents by the first pump is below our performance measure at 94.6%. The summer spate months of July, August and September impacted this area.

10.2 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

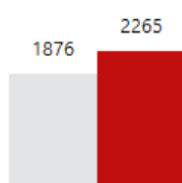
1st April 21-
31st Mar 22

1st April 22 -
31st Mar 23

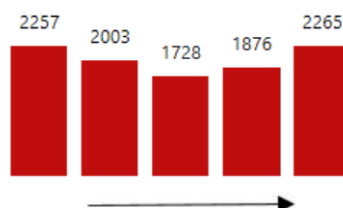
April- March

18/19 19/20 20/21 21/22 22/23

Call Year to Date ▲ 21%



Rolling 5 Years ▲ 0%



There was a significant increase in the number of fires over this call year compared to the previous year. This is due to the increases in incidents that we experienced in July and August 2022.

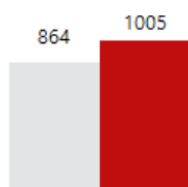
Primary Fires

1st April 21-
31st Mar 22

1st April 22 -
31st Mar 23

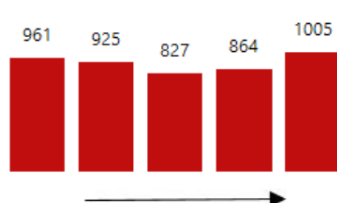
April- March

Call Year to Date ▲ 16%



18/19 19/20 20/21 21/22 22/23

Rolling 5 Years ▲ 5%



There was a significant increase in the number of primary fires over this call year compared to the previous year. This is due to the increases in incidents that we experienced in July and August 2022.

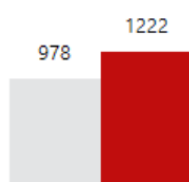
Secondary Fires

1st April 21-
31st Mar 22

1st April 22 -
31st Mar 23

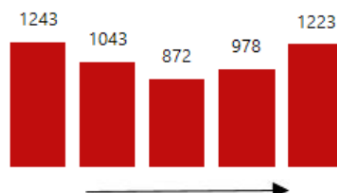
April- March

Call Year to Date ▲ 25%



18/19 19/20 20/21 21/22 22/23

Rolling 5 Years ▼ -2%



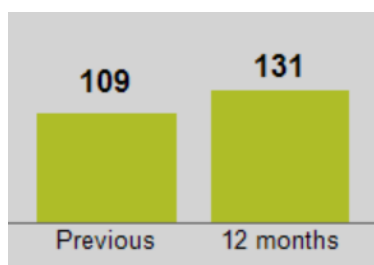
There was a significant increase in the number of secondary fires over this call year compared to the previous year. This is due to the increases in incidents that we experienced in July and August 2022.

Number of Non-domestic fires

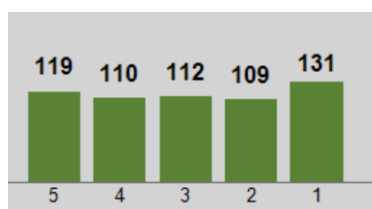
1st April 21-
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1st April 22 -
31st Mar 23

April- March



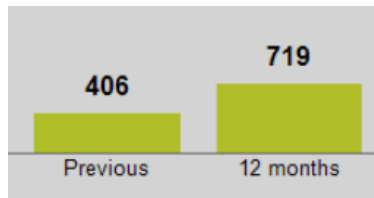
18/19 19/20 20/21 21/22 22/23



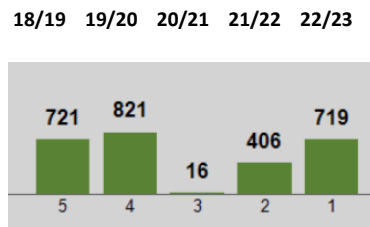
There was a 20% increase in the number of accidental non-domestic fires over this call year compared to the previous year and a 10% increase over the rolling five years. This is due to the increases in incidents that we experienced in July and August 2022.

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

1st April 21- 1st April 22 -
31st Mar 22 31st Mar 23



April- March



We have increased the number of business engagements that have been conducted by Watches. This brings the numbers back in line with pre-COVID numbers of engagements.

Fire Deaths

1st April 21- 1st April 22 -
31st Mar 22 31st Mar 23

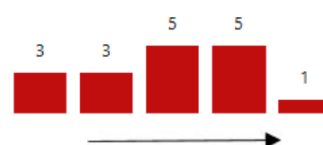
Call Year to Date ▼



April- March

18/19 19/20 20/21 21/22 22/23

Rolling 5 Years ▼

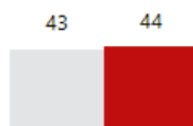


Sadly, we have had one fire death this year, this was in the final quarter of the year. This fire was smoking related.

Fire Casualties

1st April 21- 1st April 22 -
31st Mar 22 31st Mar 23

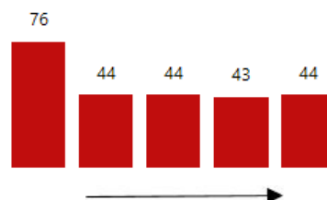
Call Year to Date ▲ 2%



April- March

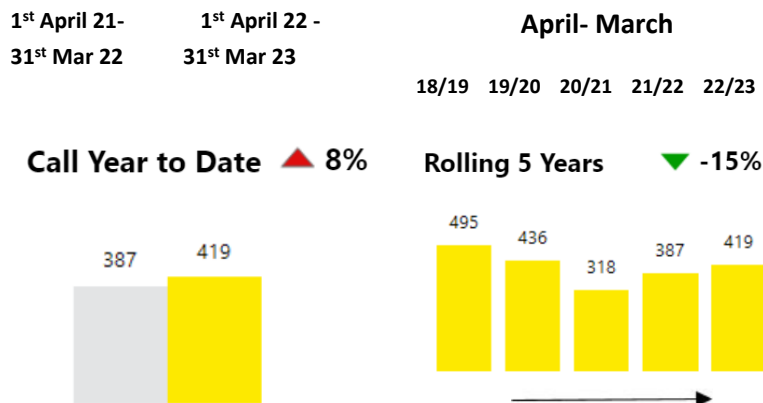
18/19 19/20 20/21 21/22 22/23

Rolling 5 Years ▼ -42%



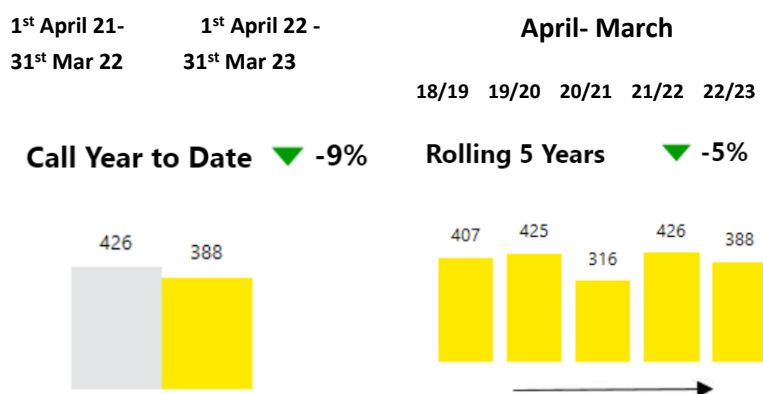
Over the rolling five years we have seen a 42% decrease in the number of fire casualties. This year's total was 44 which is in line with the previous four years. We monitor the incidents where these injuries occur and we also monitor the profile of the people injured to monitor for any trends or patterns.

Road traffic collisions attended



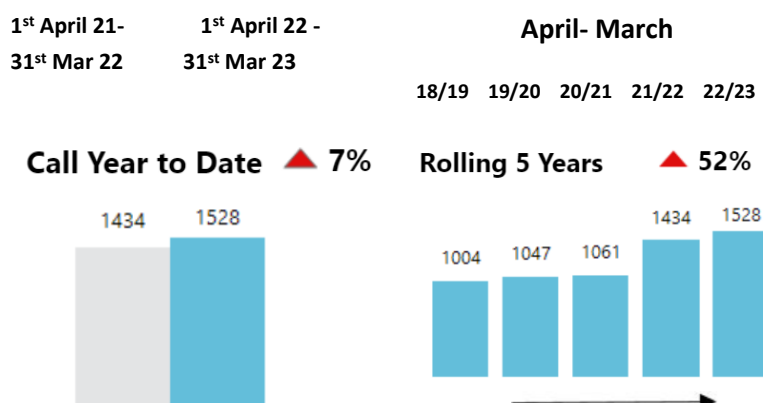
There has been an 8% increase in the number of road traffic collisions that we have attended compared to the previous year; over the five-year average this is down by 15%. Our five-year numbers will show the impact of COVID where people were not travelling or commuting on our roads.

People killed or seriously injured in road traffic collisions



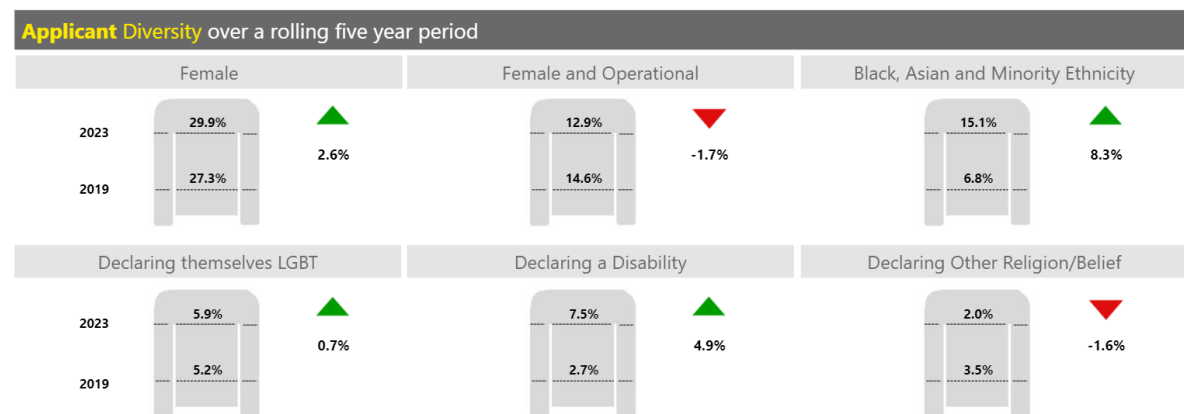
The number of people killed or seriously injured in road traffic collisions has slightly decreased this year against last year and we see a 5% decrease over the rolling five years. 20/21 is a particularly low year and this was due to the COVID lockdowns that we experienced.

Special services attended



Over the past 12 months we have seen an increase in the number of flooding, effecting entry, animal rescue and corresponding incidents that we have attended. Overall, we have seen a 7% increase in the number of special services that we have attended and a 52% increase over the five-year period.

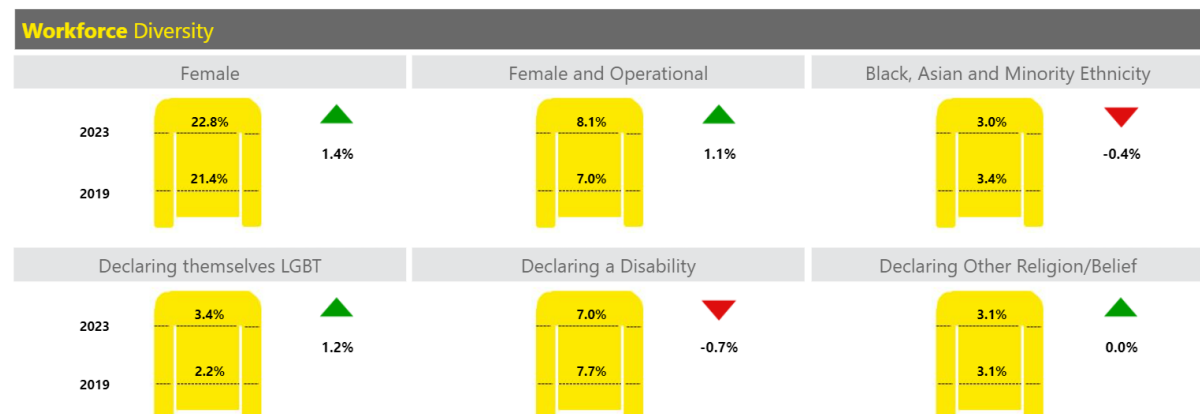
Applicant Diversity



The number of On-Call recruits is up on the previous year from 34 to 40 and applicants from 145 to 201. We have brought 11 people into wholtime and our support employee turnover and recruitment now look to have stabilised. The overall diversity of applicants continues to increase.

We are working with to build reports for the proportions by demographic at each step of our recruitment processes, to inform equality impact assessments that will identify where to review our processes or take positive action. We have looked at the previous wholtime process and the actions have been built into this year's recruitment process.

Workforce Diversity



The Full time Equivalent (FTE) by main job was 536.9 and total headcount by main job 633. FTE is down 5 from last year and head count by main job is up (by +21 mostly On-Call). Those identifying as Black, Asian and Minority Ethnic have a total increase from the previous year to 3%, in wholtime and On-Call. NFCC Family Group 2 benchmark is 3%. All England fire and rescue service benchmark is 5.3%. Census 2021 is 10.1% for Cambridgeshire. The number of females is down from 24% last year overall to 22.8% in On-Call, control and support and up by 3 in wholtime. Female managers increased to 24.2% overall. NFCC Family Group 2 benchmark is 18%. All England fire and rescue service benchmark is 18%. Census 2021 is 51% for Cambridgeshire. 6.9% of our people have declared a disability, this is up from 6.8% last year. We have seen an increase to 3% of employees who have declared other religion or belief and those identifying as LGBT+ has increased to 3.4%.

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 significant 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.

Source Documents:

IRMP 2020/24
IRMP Action Plan 2022/23

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Brampton Road
Huntingdon

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