

# **FIRE AUTHORITY**



**Date: Thursday, 20 June 2019**

**14:00hr**

**Fire and Rescue Service Headquarters  
Hinchingsbrooke Cottage, Brampton Road, HUNTINGDON,  
PE29 2NA**

## **AGENDA**

**Open to Public and Press**

- 1. Election of Chairman/Chairwoman**  
oral
- 2. Appointment of Vice-Chairman/Vice-Chairwoman**  
oral
- 3. Apologies for Absence**
- 4. Minutes of the Fire Authority meeting held 7th February 2019** **5 - 14**
- 5. Chairman's Announcements**  
oral
- 6. Declarations of Interest**

## DECISIONS

- |     |  |         |
|-----|--|---------|
| 7.  | <b>Confirmation of Future Collaboration Planning</b><br>oral report of the Police & Crime Commissioner |         |
| 8.  | <b>On Call Crewing Update</b>  | 15 - 18 |
| 9.  | <b>Draft Annual Governance Statement 2018-19</b>   | 19 - 26 |
| 10. | <b>Fire Authority Annual Report and Statement of Assurance 2018-19</b>                                 | 27 - 76 |
| 11. | <b>Annual Review of Integrated Risk Management Plan Performance</b>                                    | 77 - 86 |
| 12. | <b>Areas for Scrutiny consideration</b><br>oral  |         |
| 13. | <b>Appointments to Committees, Outside Organisations and Other Bodies</b>                              | 87 - 90 |

## INFORMATION

- |     |  |          |
|-----|--|----------|
| 14. | <b>Fire Policy &amp; Resources Committee minutes of the meeting held 25th April 2019</b> | 91 - 96  |
| 15. | <b>Fire Overview &amp; Scrutiny Committee minutes of the meeting held 28th May 2019</b>  | 97 - 100 |
| 16. | <b>Exclusion of Press and Public</b>   |          |

*To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)*

- |     |  |  |
|-----|--|--|
| 17. | <b>Judicial Review Process and Associated Matters</b><br>Oral report of the Monitoring Officer |  |
|-----|--|--|

The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman)

Councillor Andrew Bond Councillor Janet Goodwin Councillor Mohammed Jamil and

Councillor David Over Councillor Barbara Ashwood Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Lynda Harford Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Terence Rogers Councillor Jocelynne Scutt Councillor Mike Shellens and Councillor Mandy Smith

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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

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

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

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

[http://www.cambsfire.gov.uk/fireauthority/fa\\_meetings.php](http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php)



**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES**

**Date:** Thursday 7 February 2019

**Time:** 2:00 – 3.20pm

**Present:** Cambridgeshire County Council:

Councillors S Bywater, I Gardener, D Giles, S Kindersley, J Gowing, M McGuire, K Reynolds (Chairman), T Rogers, J Scutt, M Shellens and M Smith

Peterborough City Council:

Councillors M Jamil and D Over (Vice-Chairman)

**Officers Present:** J Anderson, C Strickland, R Hylton, M Warren, S Ismail and D Cave

**72. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Harford, Bond, Nethsingha and Goodwin.

**73. MINUTES OF THE FIRE AUTHORITY MEETING HELD 1<sup>ST</sup> NOVEMBER 2018**

The minutes of the Fire Authority meeting held 1<sup>st</sup> November were agreed as a correct record, and signed by the Chairman.

**74. CHAIRMAN'S ANNOUNCEMENTS**

The Vice Chairman advised that he had attended an event in London with other Fire Authorities, who had been very interested in Cambridgeshire Fire Service's impressive Inspection report. Issues discussed at the conference including the gender imbalance in operational roles, the culture in fire stations, and in particular the increased support required for staff suffering trauma, bullying and mental illness.

The Monitoring Officer gave an update on the Judicial Review process. She advised that the background papers that were relied on in the process of coming to a decision on the transfer of the governance of the Fire Service to the Police and Crime Commissioner had now been received from the Home Office, which comprised two lever arch files full of documents. The Fire Authority would be submitting witness evidence, including the letter from Nick Hurd, Minister of State for Police and Fire Services, congratulating Cambridgeshire Fire Service for being efficient and effective – two of the grounds for the proposed transfer - in the recent Inspection. The Fire Authority's barrister had advised that the hearing was likely to take place in June at the earliest, possibly September.

Members noted that this would be Assistant Chief Fire Officer (ACFO) Rick Hylton's last meeting before he takes up his secondment as Deputy Chief Fire Officer in Essex. Rick would be returning to Cambridgeshire in 2020, and in the meantime Area Commander Jon Anderson would be assuming the role of ACFO. Rick thanked the Chairman for his

kind words, saying that it had been a very difficult decision, but he felt that Cambridgeshire was in a very strong position, and it was a good opportunity to experience another service, with a different governance model and fresh challenges. He thanked Members for their support.

Members were pleased to note that other Fire Authorities were keen to hear about Cambridgeshire's success in the recent Inspection, and were keen to visit the Service to see what was happening in Cambridgeshire was getting a good name due to the hard work of everyone across the Service. Regrettably, there had been less emphasis on this positive news story in the Press, with a recent radio interview focusing on the proposed 3% increase in Council Tax. 'Vox pop' interviews indicated that the public were more than happy to pay the 3% increase, and were prepared to pay quite a bit more to maintain the level of service.

Station Commander Farsh Raoufi was awarded an MBE in the New Year's Honours List. The Chairman commented that Farsh was a humble but talented individual and the honour was very well deserved. The Chairman had sent Farsh a congratulatory letter on behalf of the Fire Authority.

An awards evening was held in January, which was at no cost the tax payer.

## **75. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **76. MATERNITY PAY POLICY**

The Fire Authority considered a report on a review of the Service's maternity pay provisions. A new policy had been considered at a meeting of the Policy & Resources Committee, where it had been widely supported. At that meeting, Committee Members had suggested that budget should be allocated for the implementation of the Policy in the 2019/20 budget.

Maternity Pay within CFRS was low compared to averages across the sector. In terms of equality and diversity, this was clearly a disincentive to attracting female staff, particularly operational staff. The issue had been raised by a female firefighter with the Assistant Chief Fire Officer, who had pointed out that she was entitled to more Sick Pay than Maternity Pay. The Policy would cost the service an additional £44K per annum, based on the average number of staff on Maternity Leave in any one year. The new policy also proposed increasing the qualifying period to increase to two years rather than the current one.

A Member queried whether it would be possible for provision to be made for less than two years' service, e.g. those staff with more than one year but less than two years' service would be entitled to six weeks' pay, which was the existing arrangement. Officers confirmed that this was feasible, and that there would not be significant additional costs. A number of Members indicated their support for this amendment to the Policy.

It was resolved unanimously to:

- 1) approve the proposed changes to contractual maternity pay with effect from 1<sup>st</sup> April 2019, subject to the conclusion of negotiations with the relevant trades unions, namely to increase contractual maternity pay from six to 18 weeks' fully pay, with an associated change in the length of continuous service required to qualify for contractual maternity pay for 18 weeks' full pay, from one year to two years by the eleventh week before the baby is due;
- 2) retain contractual maternity pay at six weeks' full pay, for those staff with more than one year but less than two years' service by the eleventh week before the baby is due;
- 3) note the additional and concurrent work to review and update broader maternity provisions and support.

## **77. DRAFT FIRE AUTHORITY BUDGET 2019-20**

The Fire Authority considered a report on its budget requirement and precept for 2017/18 council tax.

The budget had been considered by the Policy & Resources Committee in December, and the main changes made as a result were the inclusion of the impact of the Maternity Pay Policy (£44K), and confirmation of the pension liability, associated with the changes to the Firefighter Pension Scheme SCAPE rate (£290K). The understanding was that the latter would be funded through the government's Comprehensive Spending Review in future years. Whilst the budget was robust, the Deputy Chief Executive commented that it was less certain moving forward. The proposed increase in Council Tax equated to an average of £2 per year.

Members noted:

- the Capital Programme included the purchase of two aerial appliances in 2019/20;
- a number of projects in the property portfolio were still in the development stage: a decision was imminent on the Monkswood site, and there were also sites including St Neots and St Ives that were being progressed, and Members would be updated fully as those projects moved forward. Funding for those projects would come from Reserves, which were currently very healthy;
- representative bodies had put forward their cases for a pay award, and the Budget was predicated on a 2% pay award. Any increase above 2% would represent a budgetary pressure in future years;
- the CFO acknowledged that there was a great deal of uncertainty regarding future funding, but reassured Members that senior management were very focused on the refresh of the IRMP (Integrated Risk Management Programme), and would put a priority list to that.

Arising from the report:

- a number of Members expressed concerns about the ongoing delays with the Monkswood project, pointing out that the longer such schemes sat on the shelf, the more likely key factors would change, e.g. changes to land values, build costs, etc. Officers were asked to provide an update to the next Policy & Resources Committee on progress against the Monkswood project, including the latest land values build costs, and also the viability of moving to the original site (St John's in Huntingdon);
- with regard to the imminent decision on the Monkswood Planning Application, it was noted that this had been due to be considered by Huntingdonshire District Council planning officers at a private meeting on 6<sup>th</sup> February, following two extensions. The background to those extensions were outlined. None of the feedback to date suggested that there were grounds for rejection, as the Fire Service had fulfilled all the requirements, and provided all the necessary information and assurances. Officers were asked to update Members on the latest news by the end of the week, as a number of Members were Huntingdonshire District Councillors, and may be able to assist with the process. It was agreed that the HDC Members would liaise with the Deputy Chief Executive;
- a Member asked that in the event of a disorderly Brexit, resulting in cuts to bank rates, what the impact would be on Capital funding. Officers advised that the Service was currently getting little return on its investments, so this was not a concern. On a related issue, it was noted that the Bellwin scheme (government funding awarded for exceptional events) was only triggered if costs were in excess of 0.5% of the annual budget for one incident;
- a Member asked what security procedures were in place at the Fire Station where equipment had been stolen. Officers advised that all stations have CCTV coverage at all times. The station in question had had issues in the past, so the security needed to be reviewed, especially equipment, which was what was being targeted rather than the site itself. The Chairman suggested that station security could be reviewed by the Overview and Scrutiny Committee. It was noted that the recent incident related to cutting equipment, and there had subsequently been an event that led to recovery of that equipment;
- a Member asked whether women and BME operational staff were getting equal opportunities to train on the new aerial appliances. Members were advised that all crew members in Cambridge and Peterborough, where the appliances were based, would be trained. The Member commented that it was vital women had equal access to training, especially as there were perceptions that women were less able in terms of physical strength. The Chief Fire Officer reassured the Member that for officers to complete their initial training, firefighters had to prove they had the physical strength to carry out their duties, so once in service, both male and female firefighters were treated equally in this regard.

It was resolved unanimously to:

1. Approve a Fire Authority budget requirement of £29,505,000;
2. Approve a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £20,088,000;

3. Approve an Authority Tax for each band of property, based on the number of Band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (283,970):

Band	Authority Tax	Band	Authority Tax
A	£47.16	E	£86.46
B	£55.02	F	£102.18
C	£62.88	G	£117.90
D	£70.74	H	£141.48

4. Approve the Prudential and Treasury Indicators as set out on page 9 of the Budget Book;
5. Approve the Treasury Management Strategy Statement on pages 8 to 13 of the Budget Book;
6. Approve the Capital Programme detailed at page 6 of the Budget Book;
7. Approve the MRP Policy Statement detailed at page 14 of the Budget Book.

## **78. MEMBERS' ALLOWANCE SCHEME**

The Fire Authority received a report which sought approval for the Fire Authority of a Members' Allowances Scheme for the next twelve months.

It was noted that the current Members' Allowances Scheme had last been updated in February 2018. At that point, it was expected that there would be clarity on the governance arrangements for the fire service, but events had moved more slowly than anticipated.

Given this, it was proposed to increase allowances by a 2% cost of living increase for a further year. If the outcome of the Judicial Review was known in the Autumn, this may need to be revisited.

It was resolved unanimously to:

Agree the allowance rates within Appendix 1 of the report, and apply them for the next twelve months.

## **79. DRAFT PAY POLICY STATEMENT 2019-20**

Members considered a report on the Pay Policy Statement for 2019/20, in line with the duty under the Localism Act 2011 for Fire Authorities to produce Pay Policy Statements.

Officers highlighted the key changes in the document, the most significant being the inclusion of a ratio comparing the salary of the lowest paid employee compared to the highest paid.

It was resolved unanimously to:

Approve the draft Pay Policy Statement attached at Appendix 1 to the report.

**80. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) UPDATE AND ACTIONS REQUIRED**

Members considered a report on the HMICFRS reports that were released on 20 December 2018, and the actions required and recommended for Cambridgeshire Fire and Rescue Service (CFRS).

Along with 13 other Fire Services, Cambridgeshire was reviewed in the summer of 2018 by the newly formed HMICFRS. The Service was judged to be 'Good' against all three key areas (effectiveness, efficiency and how well the Service looked after its people), and 'Good' in all eleven supporting areas. The report identified both areas for improvement and particular areas praised by the Inspection team. Credit was due to staff for the Inspection's conclusion that the Service was well-run, effective and efficient. The Service would be inspected again in four years' time.

All Members commented favourably, and asked for their congratulations and thanks to be recorded to all Service colleagues for achieving this excellent result. It was noted that regrettably, governance was not an issue inspected, and whilst it would be in future inspection regimes, it would only be reviewed where it was apparent that governance was a problem.

A number of Members found it surprising that the government had seen it fit for the governance of the Service to be transferred to the Police & Crime Commissioner, but had judged the Service to be good in all areas, including effectiveness and efficiency. Members commented that it would be interesting to see how the Constabulary would perform in a comparable inspection.

The Chief Fire Officer highlighted the uncertainty resulting from the Service being in the first tranche of inspection, and the great results which were really a huge testament to the team, i.e. staff across the whole Service and Members. The Service had been through some very difficult times, and despite being quite small, and not cash rich, had been able to demonstrate that it was a good Service. It was notable that of the 14 Services inspected, only Cambridgeshire and Lancashire were found to be 'Good' across the whole 'People' area. The results of the Inspection would help drive improvements in the coming years, and he concluded by saying that he was proud of every member of staff that worked for the Service. The Chairman echoed these comments, and advised that it was his intention to arrange a meeting with Minister and the Home Office, to discuss the results of the Inspection and how this fitted in with the proposed transfer. He would also be contacting local MPs to ask for their support.

It was resolved unanimously to:

Note the recommendations for action from the HMICFRS report and findings for the Service.

**81. MEMBER LED REVIEW CFRS – EMPLOYEE ENGAGEMENT ACTIVITIES**

Members considered a report on the outcome of a Member-led review into Cambridgeshire Fire and Rescue Service (CFRS) employee engagement activities, which had been carried out by Councillor Gowing and former Councillor Raynes.

The Chairman thanked all involved, and highlighted the value of Member Led Reviews in identifying the real issues.

Members noted the recommendations for consideration by Members, coming out of the conclusions of the Member Led Review (Paragraph 11 of the report):

- acknowledge the support of COG to facilitate employee engagement activities;
- acknowledge the successes of the employee engagement groups and the required effort over and above their primary roles to ensure progress;
- reassure the Authority the Service is affording any employee engagement activities the necessary priority and that the direction of travel and approach being taken is appropriate.

It was resolved unanimously to note the contents of the review at Appendix 1 to the report, and in particular the recommendations at Paragraph 11 (set out above).

## **82. EQUALITY AND INCLUSION COMPLIANCE REPORT 2017-18 (INCLUDING THE GENDER PAY GAP)**

The Fire Authority considered a report about equality progress in the year 2017-18 and the gender pay gap as at March 2018. This ensured that the Authority met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

Members were advised that this report had been considered in depth at the Policy & Resources Committee in December, and attention was drawn to the executive summary, which set out progress against objectives, including:

- areas such as the achievement of Disability Confident accreditation;
- the roll out of the RESPECT programme, to respond to and reduce bullying, harassment and inappropriate behaviour.

The delivery to communities served was also outlined, including:

- business seminars focusing on areas most at risk, including those over 60, and those with certain vulnerabilities and disabilities;
- investment in portable misting systems. There had been two activations to date, which had saved lives and ensured properties remained habitable. It was noted that the systems cost around £1,000 each to purchase, and a demonstration film was available. Officers advised that they were using the evidence from the trial to try to encourage more landlords to install these systems for vulnerable residents;
- the role of Positive Action days, investing resources in BME events, female “have a go days” etc. The Service was also looking to do some joint work with Cameron Matthews, who was currently the FBU National Black and Ethnic Minority Officer.

Arising from the report, Members:

- discussed the disproportionately higher number of female leavers;
- noted the numbers undergoing the disciplinary process mainly resulted in informal outcomes, as the culture was to 'nip things in the bud';
- a number of Members commended the detailed report and commented that it illustrated why the Service was ahead of the game;
- a Member highlighted the need to better understand the career management process. She pointed out that it may appear to be a positive move when staff move on due to a change in job or career, but there could be underlying issues e.g. bullying. Officers acknowledged this point but commented that with voluntary resignation, it was difficult to find out the exact reasons, but there was a great deal of focus within the Service on dealing with issues such as bullying through the RESPECT programme.

It was resolved unanimously to:

Note the Equality and Inclusion Compliance Report.

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

Fire Authority Members considered an update against the projects for 2018-19.

Members noted the main projects which had been given an overall 'amber' status:

- Replacement ICCS and Mobilising Solution (P108) – this project had been very complicated in terms of ensuring the correct specification, which had probably been underestimated at the outset;
- Emergency Services Mobile Communications Programme (P089) – this was a government led initiative, and government approval of this replacement radio system had been further delayed;
- Cambridgeshire Public Services Network (P098) – a collaborative approach had been taken but there were some uncertainties around cost. This did not create any risk for the Service in terms of the network, but did mean that it was necessary to extend the current contract.

Members noted that the management team review the programme management list on a six weekly basis as management team with the Chairman.

It was resolved unanimously to note the Programme Status Report, as at December 2018, attached to the report as Appendix 1.

### **84. UPDATE ON NEW DUTY SYSTEM AND ROAMING APPLIANCES**

The Fire Authority received an update on the first year of the new wholetime shift system and the introduction of roaming appliances.

Members were reminded that a new shift system for its wholetime stations was introduced on 1<sup>st</sup> January 2018, following successful negotiation with the FBU. This included the introduction of two new roaming appliances seven days a week and a move to 'jump crew' specialist appliances. The roaming appliances had made a considerable impact on the delivery of community safety over the course of 2018, completing a total of 3422 Safe and Well visit across rural locations within Cambridgeshire, and also 52 business engagement visits.

In total, the roaming appliances had attended 480 incidents throughout 2018, the majority being in and around Peterborough and Cambridge/South Cambridgeshire. Regrettably, the roaming appliance had not had the anticipated impact on attendance times. This could be due in part to the extremely busy summer period, where a number of fire were in unaddressable locations e.g. in fields. In addition, a number of strategic stations were not available for roaming appliances due to building works. Those works had since been completed. There had been a recent meeting with the FBU, who were very positive and felt the new shift system was working well.

In response to a Member question, officers outlined the work being undertaken to reduce false alarms. It was confirmed that these were not just attributable to automatic activations.

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

## **85. INTEGRATED RISK MANAGEMENT PLAN UPDATE**

The Fire Authority considered an update of delivery against the Service's Integrated Risk Management Plan (IRMP). Members were reminded that a major review of the IRMP was due in 2020.

One of the key achievements in the past twelve months was the continued delivery of Firebreak courses for young people, and a Member commented favourably on the rollout of this course, which he felt was really positive for young people, not least because it gave them really positive role models.

In terms of performance, it was noted that the increase in casualties was mainly attributable to minor injuries. Work was being undertaken with the Business Analysis team to understand which demographics are being most affected, to better target education and community work in those communities.

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

## **86. FIRE POLICY AND RESOURCES COMMITTEE MINUTES – 20<sup>th</sup> DECEMBER 2018**

Members noted the minutes of the Policy and Resources Committee meeting held 20<sup>th</sup> December 2018.

**87. FIRE OVERVIEW AND SCRUTINY COMMITTEE MINUTES – 10<sup>TH</sup> JANUARY 2019**

Members noted the minutes of the Overview and Scrutiny Committee meeting held 10<sup>th</sup> January 2019. It was noted that Councillor Scutt's apologies should have been noted at that meeting.

Chairman

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer - Jon Anderson

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer - Jon Anderson

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**DATE:** 20 June 2019

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## **ON-CALL CREWING UPDATE**

### **1. Purpose**

- 1.1 The purpose of this report is to update the Fire Authority on recent progress made to improve the On-Call service and the next steps the Service intends to take to continue the momentum.

### **2. Recommendation**

- 2.2 The Authority is asked to note the progress made and the associated next steps.

### **3. Risk Assessment**

- 3.1 **Economic** – this work is to support On-Call to become a sustainable service for the future. Any cost savings which may or may not materialise are incidental.
- 3.2 **Political** – the Service has done much to improve the On-Call service within Cambridgeshire. Challenges remain however in terms of the sustainability of the current On-Call service.
- 3.3 **Social** – society has changed dramatically during the past 15 years. Fewer people work in their home town or village and employers are less prepared to release their staff to attend incidents. People value their leisure time more than ever before.
- 3.4 **Legislative** – the Service is required to keep abreast of legislative changes in the Working Time Directive (WTD) Regulations. It has the potential to reduce even further the ability to provide an On-Call service.
- 3.5 **Technical** – technology advances all the time for example, lighter battery operated rescue equipment for road traffic collision work. These systems may reduce the number of personnel required to commence operations, without compromising safety.
- 3.6 **Environmental** – smaller appliances may be more environmentally friendly.

## **4. Background**

- 4.1 The On-Call service has been experiencing fundamental issues regarding recruitment and retention of staff which impacts on the availability of appliances to attend incidents and ultimately, the general sustainability of the service in its current guise. This is a national problem and not specific to Cambridgeshire Fire and Rescue Service (CFRS). In February 2005, the Government recognised these issues in a report 'The Fire and Rescue Service Retained Duty System'.
- 4.2 CFRS has worked extremely hard to maintain an effective On-Call service and continues to offer value for money as well as providing a good level of fire cover to the communities we serve. However we frequently have numerous fire appliances unavailable because there are insufficient firefighters to crew them locally. This means we have to utilise neighbouring fire appliances to provide that cover. Due to the way we manage our On-Call stations, this is done efficiently with little detriment to our communities.

## **5. Recent Progress**

- 5.1 CFRS has carried out extensive analysis to determine how best to utilise the On-Call resources available. This has led to the identification of our nine strategic On-Call stations - these are the stations that contribute the most to our response model and if kept available will ensure we are able to meet our Integrated Risk Management Plan (IRMP) targets. The stations identified as strategic are kept under review and at present are;
- Sawston
  - March
  - Chatteris
  - Cottenham
  - Papworth
  - Whittlesey
  - Ramsey
  - Soham
  - Yaxley.
- 5.2 CFRS has prioritised maintaining the availability of these stations using recent developments such as roaming appliances and On-Call strategic reserve duties. Whilst continuing to recruit at all stations, recruitment activities at these strategic stations have been prioritised.

## **6. Next steps**

- 6.1 Having focused mainly on the strategic stations we are now looking at what we can do to improve the service offered by the other non-strategic On-Call stations. There are a number of options that we are currently considering and have started work on for example, phased response, alternative appliances and crewing models, as well as the possible removal of 13.5 metre ladders.

- 6.2 **Phased response** – this would allow firefighters at non-strategic stations to provide availability outside of the current five minute response requirement. If they can be available within an hour we would use them when required to respond to spate conditions, provide relief crews or make themselves available due to the Service having a number of appliances committed at a large incident. The Service will be carrying out a trial of phased response in the summer to determine if it does provide the anticipated benefits.
- 6.3 **Alternative appliances and crewing models** – CFRS has recently purchased three appliances that are smaller than the appliances we traditionally use and that have equipment on them that would be suitable for use by a crew of less than four. These appliances have been trialled as the second appliances at our busier On-Call and day-crewed stations. These trials have concluded that they are fit for purpose and they are currently being moved to stations with low call rates, in low risk areas, that also struggle with providing a crew of four. The next phase of this project will be to engage with staff and their representatives to explore alternative crewing models for non-strategic stations. Following consultation we will conduct a trial of the proposed solution and the outcomes of this will be considered for inclusion in our next IRMP.
- 6.4 **Removal of 13.5 metre ladders** – we are considering the benefits of removing the 13.5 metre ladders from some or all of our On-Call stations. Evidence suggests that these ladders are rarely used operationally by On-Call stations yet they spend a lot of valuable training time on them. The Service will continue to analyse data and engage with On-Call firefighters to determine if removal of the ladders at some or all On-Call stations would enhance the effective use of valuable training time without exposing the local community to increased risk.

## **BIBLIOGRAPHY**

<b>Source Documents</b>	<b>Location</b>	<b>Contact Officer</b>
The Fire and Rescue Service Retained Duty System	CLG Document	NA
ORH Report	Headquarters Hinchbrook Cottage Brampton Road Huntingdon	ACFO J Anderson <a href="mailto:jon.anderson@cambsfire.gov.uk">jon.anderson@cambsfire.gov.uk</a> 07711 444201



**TO:** Cambridgeshire and Peterborough Fire Authority

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

**PRESENTING OFFICER(S):** Deputy Chief Executive Matthew Warren

Telephone 01480 444619  
[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 20 June 2019

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## **DRAFT ANNUAL GOVERNANCE STATEMENT 2018/19**

### **1. Purpose**

- 1.1 To provide the Fire Authority with a draft Annual Governance Statement (AGS) for 2018/19 for approval.

### **2. Recommendation**

- 2.1 The Authority is asked to approve the AGS attached at **Appendix 1** for external publication.

### **3. Risk Assessment**

- 3.1 **Legal** – the Authority has a responsibility to comply with the Accounts and Audit Regulations 2011, as well having regard to the CIPFA/SOLACE framework: Delivering Good Governance in Local Government. The AGS sets out how we comply with the legislation and framework, identifying any areas for improvement in the coming year.

### **4. Background**

- 4.1 The Accounts and Audit Regulations 2011 set out requirements relating to the Authority's systems of internal control and the annual review and reporting of those systems.
- 4.2 The regulation requires all local authorities to have a sound system of internal control, which includes how risks are managed. Additionally all local authorities must conduct a review of their internal control effectiveness at least annually. Following this review, the Authority must approve an AGS that accompanies the Statement of Accounts.

### **5. Governance**

- 5.1 Governance is about doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance underpins good performance, stewardship of public money and public

engagement; ultimately, good governance enables good outcomes for citizens and service users.

5.2 The CIPFA/SOLACE framework provides a structure on how local authorities approach governance. The framework, updated in 2012, provides guidance on the structure and layout of an AGS which we have referenced during production of Appendix 1.

5.3 The framework sets out the following governance requirements that an authority must ensure are in place;

- its policies are implemented in practice,
- its values and ethical standards are met,
- laws and regulations are complied with,
- required processes are adhered to,
- financial statements and other published information are accurate and reliable,
- human, financial and other resources are managed effectively and efficiently,
- high quality services are delivered efficiently and effectively.

5.4 In order to meet the framework, local authorities are expected to do the following;

- review the existing arrangements against the framework,
- maintain a local code of governance including arrangements for ensuring its on-going application and effectiveness,
- prepare an AGS in order to report publicly on the extent to which they comply with their own code on an annual basis, including how they have monitored the effectiveness of their governance arrangements in the year and on any planned changes in the next period.

5.5 In accordance with the current Authority Terms of Reference the AGS was reviewed by the Overview and Scrutiny Committee on 28 May 2019; Members made no changes to the content.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
CIPFA/SOLACE framework: Delivering Good Governance in Local Government	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>
Overview and Scrutiny Committee Minutes 28 May 2019	Democratic Services Cambridgeshire County Council	Dan Snowdon 01223 666177 <a href="mailto:daniel.snowdon@cambridgeshire.gov.uk">daniel.snowdon@cambridgeshire.gov.uk</a>

## **Annual Governance Statement 2018/19**

### **Scope of Responsibility**

The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for ensuring that there is a sound system of internal controls which facilitate the effective exercise of the Authority's functions and which includes arrangements for the management of risk.

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE framework: Delivering Good Governance in Local Government. A copy of the code is on our website at:

<http://www.cambsfire.gov.uk/documents/FA - Code of Governance.pdf>

This statement explains how the Authority has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, in relation to the publication of a statement of internal control.

### **The Purpose of the Governance Framework**

The governance framework comprises the systems and processes and culture and values by which the Authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal controls is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal controls is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and to manage them efficiently, effectively and economically. For the 12 months ending 31 March 2019, the Head of Internal Audit opinion was:

- The organisation has an adequate and effective framework for risk management, governance and internal control;
- However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.

The governance framework has been in place at the Authority for the year ended 31 March 2019 and up to the date of approval of the statement of accounts.

## **The Governance Framework**

The key elements of the Authority's governance arrangements include:

- A vision that clearly sets out our purpose and to which the Authority's objectives and priorities are directly related.
- The Authority's core objectives and priorities are set out in its Integrated Risk Management Plan (IRMP). The IRMP is focused over a period of three years and details an action plan after consideration of our vision, excellence statements and risks and opportunities. The actions within the plan are monitored and managed by the Programme Board and the Excellence Working Groups.
- The Authority's core objectives cascade through directorate and group plans to individual performance management plans. In addition, they set out the key activities and related targets for each group and the measure of success that will evidence achievement of these. For each activity target start and finish dates and lead officer are identified. This document becomes, in effect, the action plan for the work of that group. These plans are then further refined into station and team plans.
- Arrangements for establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation.
- Programme and project management embedded throughout the Service to ensure effective implementation of strategic projects and efficiency gains are realised and recorded.
- Strategy Boards for property and ICT which oversee both areas owing to the significant on-going expenditure in both areas.
- An Annual Report/Statement of Assurance which looks back at the previous year to see how we performed and details priorities for the current year.
- A continuous performance cycle that focuses on objectives and the introduction of new business critical projects, whilst managing business as usual. The system seeks to manage conflicts of resources, whilst updating objectives to reflect the revised priorities.
- Having embedded arrangements for whistle blowing and for receiving and investigating complaints from the public.
- Ensuring the Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2014).
- A partnership strategy designed to ensure all partnership activities are appropriate and will contribute to the Authority's key objectives.

- Performance management reviews undertaken quarterly highlighting performance against the agreed targets.
- A system of internal control which comprises a network of policies, procedures, reports and processes. These arrangements clarify the Authority's vision, objectives, priorities, risk management arrangements, performance management processes and financial controls and aim to ensure compliance with relevant laws and regulations, internal policies and procedures and that expenditure is lawful.
- An integrated risk management strategy and framework that ensure effective management of strategic, programme and project risks.
- Identification of the Authority's business continuity function and responsibilities with regard to the Civil Contingencies Act and preparation of business continuity plans.
- Clear scheme of delegation that sets out the roles and responsibilities of the executive, non-executive, scrutiny and officer functions together with protocols for effective communication.
- Arrangements for developing, communicating and embedding codes of conduct, defining standards of behaviour for Members and staff.
- The financial management of the Authority and the reporting of financial management to the Policy and Resources Committee.
- The performance management framework of the Authority and the reporting of performance management to the Overview and Scrutiny Committee. This receives regular performance indicator reports and undertakes the core functions of an audit committee, as identified in CIPFA's Audit Committee - Practical Guidance for Local Authorities.
- An internal quality assurance function that targets areas of risk and recommends improvement measures. This function also considers legislation compliance annually.
- Accreditation by the British Standards Institute for Business Continuity, Information Security, Health and Safety and Environmental Management.

More specifically, the Authority's internal financial control is exercised through:

- A written scheme of delegation from the Authority to officers.
- A scheme of financial management which includes financial regulations governing how officers conduct financial affairs and contract regulations which detail fully the responsibilities of officers in ensuring that contract procedures comply with legal requirements, achieve value for money, promote public accountability and deter corruption.
- A comprehensive budgeting system.

- An Overview and Scrutiny Committee, which has responsibility for performing scrutiny reviews on key projects and issues.
- The submission of quarterly budgetary control reports to the Policy and Resources Committee.
- The production of annual local performance indicators which are reviewed by Heads of Group and the Chief Officer Group.

## **Review of Effectiveness**

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the managers within the Authority who have responsibility for the development and maintenance of the governance environment and also by comments made by the external auditors in their annual audit letter and other reports, other review agencies and inspectorates.

In this regard the Authority retains, contractually, the internal audit services of RSM Risk Assurance Services LLP to provide an independent appraisal function to review and report on the effectiveness of the systems of internal controls within the Authority. The internal audit team works to defined professional standards, particularly those promulgated by CIPFA in its Code of Practice for Internal Audit in Local Government. The Internal Audit Plan is prepared on the basis of a formal risk assessment and the internal auditor reports directly to the Fire Authority via the Overview and Scrutiny Committee on both the proposed plan and the main outcomes of audit work.

The external auditor reports and delivers plans and an annual letter to the Authority via the Overview and Scrutiny Committee.

A full review of the Authority's strategic risk strategy, process and register has been undertaken. The reviewed strategy and policy has been approved by the Policy and Resources Committee.

Our internal auditors have carried out sufficient audit work to draw a reasonable conclusion on the adequacy and effectiveness of the Authority's governance arrangements.

We have been advised on the implications of the result of the reviews of the effectiveness of the governance framework and a plan to address weaknesses and ensure continuous improvement of the system is in place.

## **Progress made against Governance Issues identified in 2017/18**

- As no negative opinions (partial or no assurance opinions) were issued by the internal auditor from their work in 2017/18, no further comment is made.

## **Significant Governance Issues for 2018/19**

Actions to be taken to deal with governance issues identified are as follows:

- Progression with property portfolio collaboration opportunities with particular focus on operational training facility provision;
- Continue to engage with the ongoing Judicial Review process and be prepared to act on the outcome once known;
- Prepare for the next cycle of the comprehensive spending review whilst continuing to implement reductions in the budget as detailed within the efficiency plan, submitted to CLG in October 2016;
- Continue to monitor and manage the use of Miquet, a recently implemented asset and equipment management system, to ensure policies and procedures are in place to support employees deliver its benefits;
- Continue to embed the revised planning framework to ensure the priorities contained within the IRMP and action plan are implemented;

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Chris Strickland  
Chief Fire Officer and Chief Executive  
Date:

Councillor K Reynolds  
Chairman Cambridgeshire and Peterborough Fire Authority  
Date:



**Agenda Item no. 10**

**TO:** Cambridgeshire and Peterborough Fire Authority

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

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

Telephone **01480 444575**

[matthew.warren@cambsfire.gov.uk](mailto:matthew.warren@cambsfire.gov.uk)

**DATE:** 20 June 2019

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**FIRE AUTHORITY ANNUAL REPORT AND STATEMENT OF ASSURANCE  
2018/19**

**1. Purpose**

- 1.1 The purpose of this report is to present the draft Annual Report and Statement of Assurance 2018/19 for Fire Authority approval (see **Appendix 1**).

**2. Recommendation**

- 2.1 The Authority is asked to agree the draft Annual Report and Statement of Assurance 2018/19 attached at Appendix 1, subject to the additions highlighted in paragraphs 4.3 to 4.4 below.

**3. Risk Assessment**

- 3.1 **Political** – the Fire and Rescue National Framework requires fire authorities to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and the requirements included in said framework. To evidence this assurance, the Authority must publish an annual statement of assurance.

**4. Background**

- 4.1 As stated above, the purpose of the publication of an Annual Report and Statement of Assurance is to meet the requirements of the Fire and Rescue National Framework and to ensure the Service continues to provide information on its activities to the communities it serves and key stakeholders.
- 4.2 To enable us to publish the report within reasonable timescales, it is necessary to present the draft text version of the report (prior to it being designed) for approval at today's meeting however a number of sections are still to be finalised.

- 4.3 In Section 4, any necessary amendments to membership will be made.
- 4.4 The draft accounts are contained within the finance section on pages 36 to 41. As these accounts are not finalised until the end of July the annual report will not be published until after this date and any amendments to the accounts information will be made. Some of the audit information in this section will also be updated after the accounts are finalised as at that point we will have updated comments from auditors.
- 4.5 The report reflects our performance against our IRMP. The format follows the same as previous years and the final design will look very similar to our 2017/18 document; it will be full colour and include photographs. An additional section details the outcome of the HMICFRS inspection (page 43).
- 4.6 The report will go through a formal proof reading process prior to design and again before sign off. The Annual Report and Statement of Assurance 2018/19 will be published on our website. It will not be printed however if individuals request a hard copy this will be colour printed in-house and sent to them. The document will be promoted via social media channels and the media and a link sent to key partners.

## BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire Authority Planning Documents	Headquarters Hinchbrook Cottage Brampton Road Huntingdon	Matthew Warren 01480 444575 <a href="mailto:matthew.warren@cambsfire.gov.uk">matthew.warren@cambsfire.gov.uk</a>



**CAMBRIDGESHIRE  
& PETERBOROUGH  
FIRE AUTHORITY**

*Working together to improve community safety*

# Annual Report and Statement of Assurance for Cambridgeshire and Peterborough Fire Authority 2018-2019

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

The report covers the financial year 2018/19 and summarises our performance over the 12 months, including how we spent your money in delivering priority services. It features highlights of the year, case studies and information about how we are working in collaboration with partners to improve our service to you.

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

## Contents [TO BE CHECKED AT DESIGN STAGE]

<b>1. The year at a glance</b>	3
<b>2. Foreword</b>	6
<b>3. Statement of assurance</b>	8
<b>4. Governance arrangements</b>	9
Cambridgeshire and Peterborough Fire Authority	9
Our Structure	11
Our legal responsibilities	12
<b>5. The communities we serve</b>	14
Our community	14
Our built environment	14
Our heritage	15
Our natural environment	15
<b>6. How we serve our community</b>	16
Our Service	16
Our values	17
<b>7. Achievements towards our strategic aims</b>	18
Our vision and strategic aims	18
Our plan - Integrated Risk Management Plan (IRMP)	18
Operational Excellence	20
Community safety excellence	22
People	26
Value for money	30
<b>8. Equality and inclusion</b>	32
<b>9. Partnerships and collaborations</b>	34
<b>10. Financial performance and governance</b>	36
Where our money comes from and how much we spend	36
Efficiency plan	39
What we own	40
Financial governance and audit	40
<b>11. How we compare nationally in value for money</b>	42
<b>12. Our HMICFRS Inspection results</b>	43
<b>13. Planning and future priorities</b>	44
<b>14. Letters of appreciation</b>	45
<b>15. Tell us what you think</b>	47

## 1. The year at a glance

Here are some highlights from the year 2018/19.

### April

Crews visited local Asda supermarkets for a day of action to provide fire safety advice to shoppers. The national fire safety day, organised by the National Fire Chief's Council (NFCC), saw firefighters from Cambridge, Peterborough and Wisbech offering advice to customers to help prevent them having a fire in the home.

### May

St Neots Fire Station welcomed more than 500 school children for the annual Safety Zone. The week-long event saw youngsters taking part in various activities to learn about keeping safe. Partners from Cambridgeshire Constabulary, Cambridgeshire County Council and Wood Green Animal Shelter were on hand to deliver advice to the children.

More than £200 raised by staff was presented to a local LGBT charity. The money came from specially commissioned badges showing the Service badge combined with the rainbow flag.

Staff and former colleagues got together to celebrate the 50th anniversary of St Neots Fire Station. Visitors brought in photos from over the years and reminisced about the times they spent serving the local community.

### June

A community project in Huntingdonshire saw firefighters help with transforming the lives of a group of vulnerable young people. Working with the district's community safety partnership, firefighters delivered sessions at fire stations to help build the group's self-esteem and raise aspirations through practical exercises.

We welcomed the Home Office inspectorate (HMICFRS) into the Service as part of our inspection process. The inspection team met with senior managers, staff and unions to gain their views and perspectives.

### July

Temperatures soared and there was no sign of any rain during the summer months, resulting in unprecedented volumes of calls to fires in the open. In June and July more than 550 incidents were attended by crews across the county, involving fires in vast areas of farm land, grass verges, park land and open areas.

### August

We supported the first ever Ely Pride, celebrating diversity and everyone's right to be themselves. The vibrant event was attended by local on-call firefighters, support staff and our Combined Fire Control.

### September

We led a social media campaign on behalf of our Local Resilience Forum partners to educate residents about being prepared for an emergency. The national #30days30waysUK campaign saw a different theme highlighted every day in September promoting a different emergency and how the public can prepare themselves. Everything from flooding and severe weather to loss of power and highway problems were all highlighted during the campaign.

Residents were encouraged to come and have a go at being a firefighter at two events at Dogsthorpe and Huntingdon fire stations. The events encouraged women and people from a variety of backgrounds to take part in firefighter activities to try and

myth bust some of the preconceived opinions of being a firefighter and show that it is a career for all.

We hosted four celebration and information evenings at headquarters for our on-call firefighters. The event celebrated all that our on-call colleagues do, as well as showcasing new equipment, and plans for the future.

We held a two-day, multi-agency exercise working through a pretend major incident to test strategic and tactical command and partnership working. Exercise Green Cloud involved a chemical tanker colliding with a bridge on the A14 and provided a valuable testing scenario for local resilience partners. Staff from all emergency services, local authorities, health agencies, utilities and the Environment Agency all took part.

Cambridge Fire Station opened its doors for members of the public to come and visit and to find out what life is like in a fire station and the varied role of a firefighter. Our volunteer community champions were also on hand to deliver community safety advice.

#### October

Three new fire engines were introduced to on-call fire stations as part of a trial. The smaller alternative appliances, along with new battery powered cutting equipment, were part of a wider look at different ways of responding to emergency calls. The fire engines were stationed at St Neots, March and Ely.

Firefighters and community safety officers took part in the fifth annual Restart a Heart day, joining organisations across the UK to train as many people as possible in life-saving cardiopulmonary resuscitation (CPR).

More than 30 operational staff, including wholetime and on-call firefighters and officers took part in two days of scenario training at the Fire Service College. They faced helicopter, train and vehicle crashes, tanker spills and building fires all with actors playing casualties for added realism. More dates are planned for 2019/20.

#### November

We welcomed 21 new recruits to the Service. They completed an intensive 11-week training course in Cardiff, delivered by South Wales Fire and Rescue Service, before joining fire stations around the county.

Having taken inspiration from the John Lewis Christmas advert, we released our own Christmas video showing how children can be inspired to become firefighters. Taking social media by storm, the video was viewed almost 400,000 times across Facebook, Twitter, Instagram and YouTube and attracted hundreds of positive comments.

#### December

As a result of our Christmas video, a very generous donation of £2,000 was received from Terberg DTS for us to deliver toys to local children in need. Sacks of presents were delivered to Refuge Fenland and Huntingdon, Women's Aid Cambridge, Ely food bank and Cambridgeshire and Peterborough Independent Domestic Violence Advisory Service.

The outcome of our government-commissioned inspection by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) was announced and we were judged to be one of the top two fire services in the country in the first tranche of inspections, getting Good across the board. More information about the findings of the inspection can be found on page xx

Station Commander Farsh Raoufi was recognised for services to the community by Her Majesty, The Queen, receiving an MBE in the New Year's Honours list. Farsh was recognised for dedication to his work, both in his role and as a volunteer, particularly in relation to equality and inclusion.

The Service introduced RESPECT Champions into the organisation. These are volunteer staff provide informal, independent and confidential support to anyone who

may have concerns about their relationships at work, and signpost colleagues towards more formal avenues of support and advice as required.

Throughout December our crews were out and about around the county raising money for The Fire Fighters Charity. Through their fire engine pulls, bingo nights, sleigh rides and more, they raised over £6,000 for the charity. In addition, Linton Fire Station was awarded the regional Christmas fundraising prize for the most amount raised in December for the charity. They raised a whopping £3,214 and were awarded a hamper from the charity in recognition of their efforts.

The Media and Communication team were awarded 'Best Comms Team' at Peterborough's annual Athene Communication Awards. They were also top three in the National Comms2Point0 UnAwards for Best Low Cost Comms for their 2018 wholetime recruitment campaign.

#### January

The Service hosted its annual Excellence Awards at the Marriott Hotel in Huntingdon. Staff from across the organisation were celebrated for their great work and long service achievements. The event was hosted by Chief Fire Officer Chris Strickland, with medals for long service presented by Deputy Lieutenant of Cambridgeshire John Bridge.

A new training records platform was launched to help operational staff keep on top of their range of competences. TRaCS provides online learning material and interactive content to ensure crews are able to keep their training records updated.

We supported the NFCC's national on-call recruitment campaign aimed at recruiting more on-call firefighters. The campaign raised awareness of the role and resulted in 47 enquiries in January and February, an increase of 46% compared to the two months prior. Of these enquiries, four people started the application process.

#### February

Having identified an increase in the numbers of high structures around the county, the Service invested in new equipment and training for carrying out rescues from height. Crews at Huntingdon have become rope rescue specialists, receiving specific training to be able to perform rescues in a safer and more effective way.

The Service adopted the use of a new location application to help respond to incidents more effectively. What3words is a unique concept that sees the globe divided into three metre squares that have been given three words to use as an address. The app allows our control staff to pin point exactly where someone is, which is useful particularly for incidents around water or fires in large fields or outdoor areas.

#### March

We entered into a partnership with national retailer B&M as part of the Primary Authority scheme (PAS). The partnership means that CFRS will support B&M on all fire safety matters across their store portfolio and warehouses in the UK.

The High Sheriff of Cambridgeshire presented us with a grant at the Pride of Cambridgeshire awards to support us with our work to inspire and help young people. The funding will help us deliver Firebreak sessions to young people in the county, to help students to build their confidence and also those struggling with performance or behaviour at school.

## 2. Foreword

Welcome to our annual report and statement of assurance for 2018/19.

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

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

We have always believed that we are a good fire and rescue service and one that is efficient, effective and that puts people at the heart of what we do. We were therefore delighted in December when our government-commissioned inspection report was published and we achieved Good across the board, not just in the three main areas of efficiency, effectiveness and how we look after our people, but in each of the sub-groups within them too – one of only two fire and rescue services in the first tranche of inspections to achieve this.

The outcome was testament to the hard work of our staff from all across the Service - our firefighters, control staff and those working in professional support roles – and it reflected their commitment and passion to drive improvement and ensure we deliver the best service we can. We are very proud of our staff and our assessment outcome. You can read more about the inspection on page [xx](#).

We were also very proud of the way our staff responded to the demands of the long hot summer last year. We had a 10 year high in the number of calls our combined control staff took as a result of the increase in outdoor fires. Many of these were large fires requiring many resources and much coordination. The summer tested our resilience and although we rose to the challenge, we have taken some learning on board and are using this to prepare for another potential warm, dry spell this summer. You can read more about our response to this on page [xx](#)

We have welcomed new staff into the Service across the organisation in wholetime, on-call, control and professional support services. New staff bring different experiences, a fresh outlook and new skills, which we look to embrace. We are increasing the diversity of our workforce year on year which will only help to further improve our service, particularly in the areas of community safety and fire protection. To enhance this further we have put additional resources into our positive action work as a result of feedback we received from community focus groups about how black and minority ethnic (BME) communities in particular view the fire service as a career choice. It is evident that we are not visible enough in some communities and we have been making great effort to address this and will continue to do so.

This year we've seen improvements to our work with young people through our Firebreak course and with the county's road safety partnership; we've seen enhancements to our operational delivery, introducing new alternative fire engines for

some of our on-call stations and enhancing our working at height capability by upskilling Huntingdon crews to be rope rescue specialists. We've saved money by working collaboratively and letting new contracts, and we've seen improvements behind the scenes – better ways of sharing performance information and introducing new ways to keep staff informed of what is going on across the organisation.

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

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

**Kevin Reynolds**  
Chairman of  
Cambridgeshire and Peterborough  
Fire Authority

**Chris Strickland**  
Chief Fire Officer

Box:

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

### 3. Statement of assurance

#### Context

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

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

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

#### Purpose

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

#### Statement of Assurance

Cambridgeshire and Peterborough Fire Authority is satisfied that its business during the financial year 2018/19 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively. The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met.

Evidence to support this judgement can be found within this report, specifically:  
Integrated Risk Management Plan – page xx  
Financial Matters – pages xxxxx - Financial Performance and Governance  
Governance Matters – pages xxxxxx – Financial Performance and Governance

Signed:

**INSERT SIGNATURE AND PIC**

Councillor Kevin Reynolds  
Chairman of Cambridgeshire and Peterborough Fire Authority

## **4. Governance arrangements**

### **Cambridgeshire and Peterborough Fire Authority**

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

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

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

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

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

#### **Transfer of Governance to the Police and Crime Commissioner**

In March 2018, following a business case submitted by the police and crime commissioner (PCC) for Cambridgeshire, the Home Office announced that the governance of the fire service would transfer to the PCC in June 2018.

The date was delayed as the Fire Authority sought a judicial review against the decision.

The Judicial Review was held between June 5-6, 2019 and we are currently awaiting the outcome. The Fire Authority has continued business as usual throughout this time.

[Put near photos ↴]

The Fire Authority records its appreciation for the contribution of Councillor John Peach who served on the Fire Authority as Vice Chairman until May 2018.

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

#### **Current members of Cambridgeshire and Peterborough Fire Authority**

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

## Our structure

(Design same as last year's report, change Rick Hylton to Jon Anderson Assistant Chief Fire Officer (temp)\* and check responsibilities at design stage)

## Our structure

### Our chief officer team



**Chris Strickland**  
Chief Fire Officer

Chief Executive of  
Cambridgeshire Fire and  
Rescue Service

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

Specific line management for:

- Transparency, Engagement and Communication
- Democratic and Legal Services



**Rick Hylton** Assistant Chief Fire Officer

Responsible for:

- Resilience
- Service delivery and the command and control of our 28 operational fire stations
- Community Safety (Fire Prevention and Protection)
- Equality and Inclusion
- Human Resources, Learning and Development and Recruitment
- Resource Management and Occupational Health



**Matthew Warren** Deputy Chief Executive

Treasurer to the Fire Authority

- Operational Support
- Finance and Payroll
- ICT
- Programme Management and Planning
- Business Intelligence
- Property and Estates
- Procurement and Business Support
- Health and Safety
- Fleet
- Service Transformation and Efficiency Programme (STEP)

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

## **Our legal responsibilities**

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

### **Fire and Rescue Services Act 2004**

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

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

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

### **Civil Contingencies Act 2004**

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

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

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

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

### **Regulatory Reform (Fire Safety) Order 2005**

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

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

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

## **Localism Act 2011**

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

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

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

[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/5959/189653\\_4.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/189653_4.pdf)

## **Fire and Rescue National Framework for England**

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

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

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

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

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

## **Equality Act 2010**

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

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

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

## **5. The communities we serve**

### **Our community**

The population of Cambridgeshire and Peterborough is approximately 805,000. Across the county as a whole the Census 2011 data shows that the population increased by 13.8 per cent between 2001 and 2011. However this growth varies considerably across the district council areas.

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

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

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

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

### **Our built environment**

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

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

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

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

## **Our heritage**

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

## **Our natural environment**

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

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

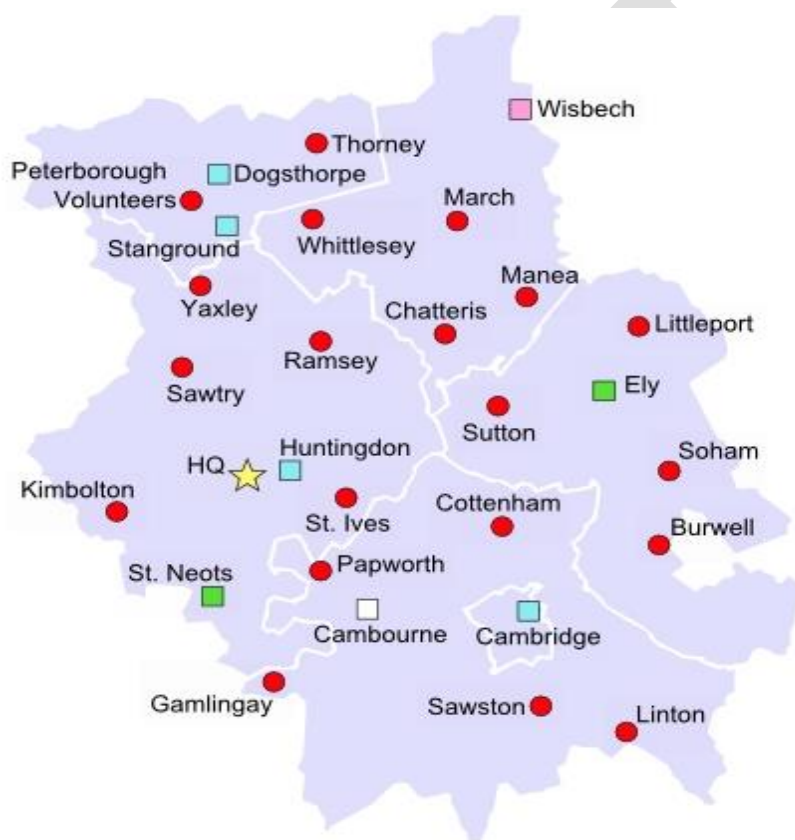
There are three principal rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.

## 6. How we serve our community

### Our Service

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

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



### ADD KEY

We employ 264 wholtime firefighters (including principal officers) and 230 on-call firefighters. A total of 43 staff operate our Combined Fire Control, mobilising appliances across Cambridgeshire, Peterborough and Suffolk. 144 staff work in support roles across the Service in essential operational and business support functions, including Learning and Development, Health and Safety, Recruitment, Property, Fleet and Equipment, Finance and Human Resources.

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

## Our values

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

These key values are:

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

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## 7. Achievements towards our strategic aims

### Our vision and strategic aims

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

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

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

These are therefore our strategic aims.



### Integrated risk management plan (IRMP)

Our IRMP is our corporate plan and it focuses on how we achieve our strategic aims. It is a public facing document covering a set period – ours is three years, 2017 to 2020. It identifies the key risks that may get in the way of us achieving our strategic aims, and it looks at the opportunities that may help us get there quicker. It then explains what action we will take to mitigate the risks and what we need to do to explore the opportunities that will help to further improve our Service.

From this, our corporate priorities emerge, which we list under the strategic aim they most relate to (many also impact on one or more other areas). We deliver these

through a detailed action plan which sits alongside the IRMP and updates are discussed every three months by chief officers and senior managers. Progress against the plan is presented to the Fire Authority on a regular basis.

Risk modelling is used to assess the likelihood of fire and rescue related incidents using performance data from the last five years. The information is used to enable clear performance measures to be set to enable us to continue to strive for improvement.

The full IRMP document can be found on our website  
<http://www.cambsfire.gov.uk/IRMP%20document%202.pdf>

We are currently writing the draft IRMP for 2020-24 which will be out for public consultation at the end of the calendar year.

## **Progress against our IRMP 2017-20**

The next few pages outline what we delivered in 2018/19 against the priorities in the IRMP, set out under each of the four strategic aims:

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

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

## Operational excellence

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

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

### **To achieve this in 2018/19, we have:**

- Hosted a very large multi-agency exercise named Green Cloud, building on last year's multi-agency training. This saw over 100 people, from all local resilience forum partners, work through a two day exercise to test all agencies in the face of a major incident within Cambridgeshire. The exercise was overseen by the Home Office and other government agencies and was widely regarded as national best practice.
- Utilised our two new roaming pump crews to deliver xx hours of community safety and respond to 494 incidents in rural areas where the local on-call fire engine hasn't been available in daytime hours.
- Introduced an alternative type of fire engine to three on-call fire stations which is slightly smaller and lighter but still offers all immediate lifesaving equipment. These vehicles carry equipment that is most often needed at incidents, rather than the vast array of equipment that our standard fire engines carry to deal with all foreseeable risk.
- Successfully trained and introduced 21 new full time firefighters and 32 on-call firefighters, whilst ensuring firefighters who have joined us in the last two years have received the development and support required to increase their skills and competence.
- Provided increased levels of training and experience for our firefighters and officers to develop, maintain and practice their operational skills. 30 operational staff went to the Fire Service College for two days and took part in 12 exercises including building fires, complex road traffic collisions, train and helicopter crashes and chemical incidents. Each scenario used live casualties to make the incident even more realistic.
- Trained crews at Huntingdon to become specialist rope rescue teams with additional equipment, enabling us to perform rescue from height in a safer and more effective way.

## Case Study

### Service rises to the challenge of a busy, long, hot summer

Last year's heatwave over the summer placed a huge demand on our control staff and fire crews, and tested our resilience, as 999 calls and the number of outdoor fires rose significantly.

In June and July, crews attended 551 fires in the open across the county - an increase of more than 50 per cent on the previous year.

Chief Fire Officer Chris Strickland said: "The hot and dry weather last summer meant ground conditions enabled fires to spread quickly. Crews dealt with fires affecting areas as large as 50 acres which can take significant resources and time to get under control and extinguish. They faced gruelling conditions when tackling these fires too. The combination of the hot weather, the heat from the fire and the physically demanding actions needed to extinguish these fires is very draining. "But our firefighters all stood up to the challenge and I was incredibly proud of the way our Service reacted and coped with the challenge we faced."

The Service's Combined Fire Control saw a sharp increase in the amount of emergency calls they received in Cambridgeshire and Suffolk. Almost 4,000 calls were answered by emergency call handlers in June and July, an increase of 13 per cent and the highest number of calls there had been in at least 10 years. There were over 100 incidents where four fire engines or more were required, 40 of which required six or more, often coming in at the same time. In July alone, our control staff managed 2,459 incidents across both counties.

The professional, diligent and committed response by staff within the combined control room earned them a Service Excellence Award, which was presented to them at our annual awards evening in January.

Chris continued: "Our control staff were hugely deserving of their award. They are hidden from the public eye but their role is essential in how we respond to incidents. They ensure the right resources are sent, they inform other agencies of incidents and ensure fire cover is maintained across the county, moving fire engines around to standby at other locations. During this period not a single call went unanswered and Suffolk officers also praised their work ethic and achievement."

He concluded: "Our staff across the Service all rose admirably to the challenge we faced last summer and I am proud of the team work shown across the organisation. We also took some learning from the busy period and are using that to prepare ourselves for this summer in case we get another heatwave. The ground is already dry as rainfall has been low so we're bracing ourselves, but I am confident our staff will respond just as well again."

## Community safety excellence

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

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

### To achieve this in 2018/19 we have:

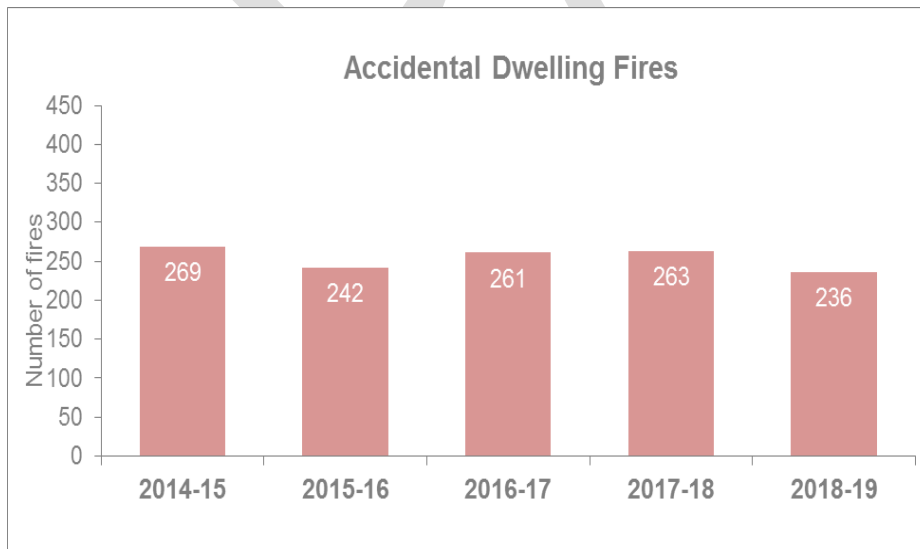
- Continued to increase the number of Safe and Well visits delivered to those most at risk from fire across the county.
- Installed 13 potable misting systems to support the most vulnerable to live safely in their homes.
- Identified and begun to visit 1,300 homes that have people living in them that are confined to a hospital bed, continuing our efforts to identify data that can support more efficient targeting of residents most at risk from fire.
- Undertaken detailed risk profiling of each fire station area, to give operational crews the ability to understand, access and work more closely with their local communities.
- Continued to be represented on all Community Safety Partnerships across the county.
- Become one of the lead agencies in the Cambridgeshire and Peterborough Road Safety Partnership, delivering innovative road safety initiatives across the county - an example includes the use of virtual reality technology to provide safety education to new drivers.
- Increased the training opportunities for operational crews, to assist them in delivering all elements of a safe and well visit.
- Increased our educational delivery to children and young people across Cambridgeshire - examples include our Firebreak programme, participation on the Uniformed Services course and delivery of the #RememberRony water safety campaign in schools.
- Led partnership initiatives to successfully reduce the number of deliberate fires in specific areas of Peterborough.
- Delivered 55 fire safety business seminars, informing attendees about fire safety legislation and their responsibilities.
- Increased the number of fire safety visits undertaken by operational crews across the county.
- Met all requirements of our risk-based audit programme, ensuring legislation compliance in high risk buildings across the county.
- Continued to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.

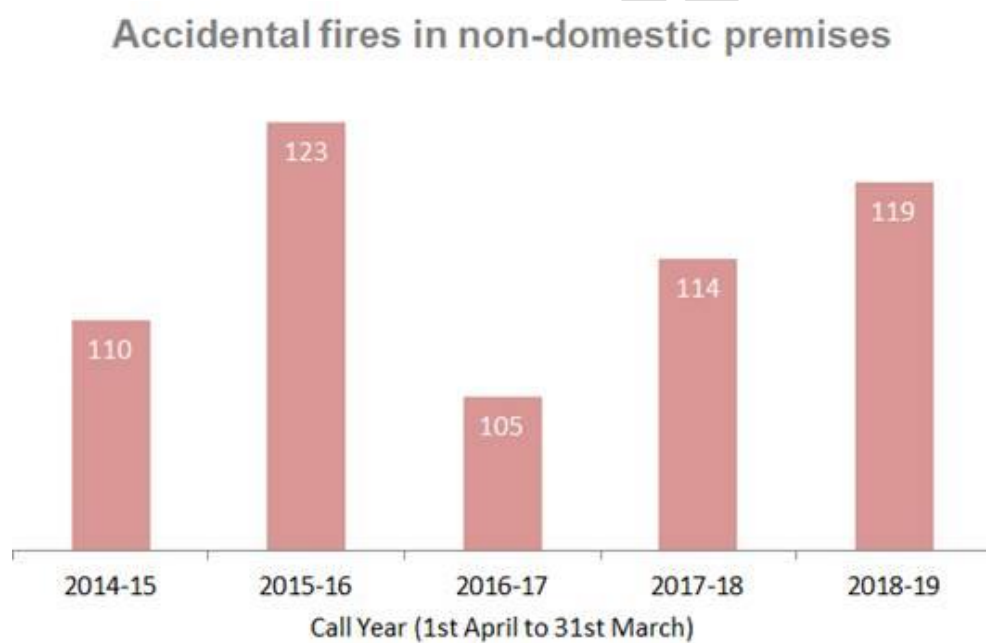
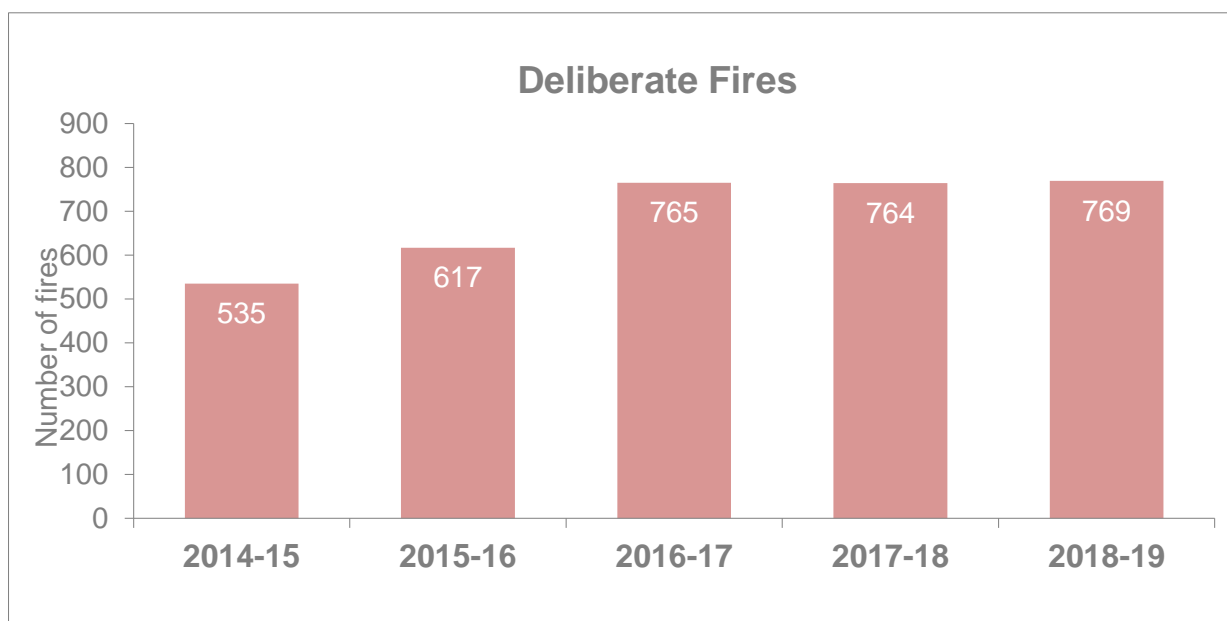
### ***Performance data summary (compared to 2018/19)***

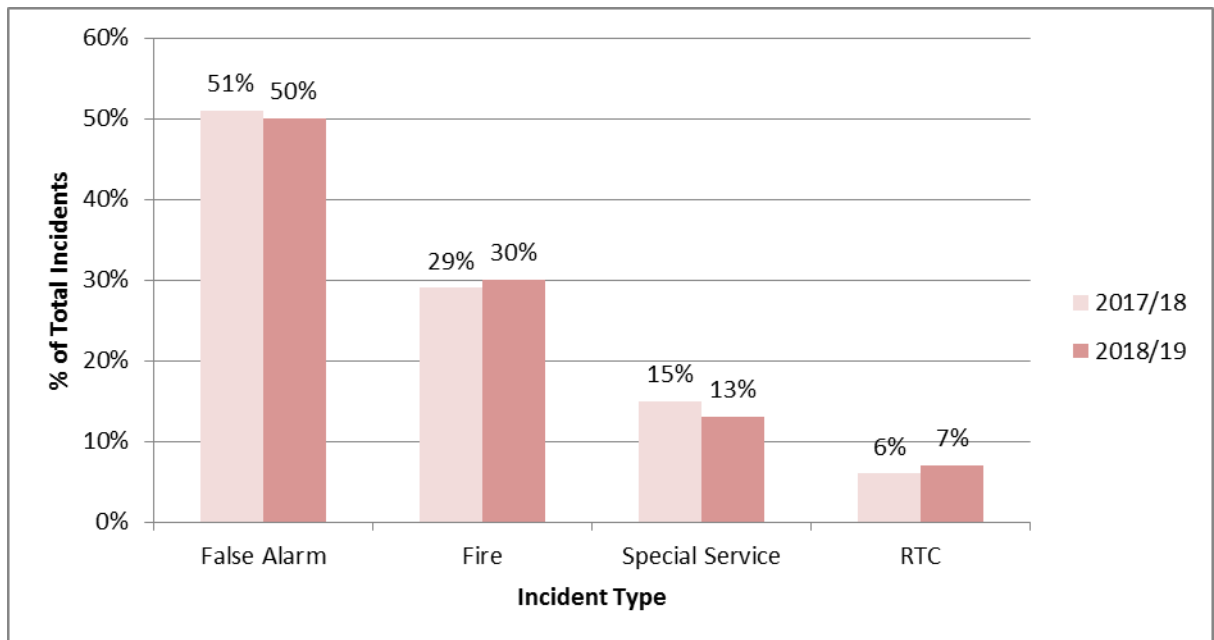
- There was a 10 per cent decrease in the number of accidental house fires (from 263 to 236).
- There was a 4 per cent increase in the number of accidental fires affecting business premises (from 114 to 119).
- There was a 5 per cent decrease in false automatic fire alarm calls affecting business premises (from 1,435 to 1,365).
- There was an increase in the number of fatal and non-fatal casualties in primary fires (from 46 to 79). This splits into two deaths and 77 injuries (9 were serious and 68 were slight).
- 36 people were casualties in 29 separate accidental dwelling fire incidents in 2018/19 (compared to 23 people in 21 separate accidental dwelling fire incidents in 2017/18).
- The number of deliberate fires remained fairly static with an increase of just 5, from 764 to 769. Of the total deliberate fires, 496 or 64% were fires in the open.
- There was a X% decrease/increase in the number of people killed, or seriously injured in road traffic collisions from XXX to XXX (data to be added when end of year data released by the police).

### **ADD UPDATED GRAPHS**

*Breakdown of time spent on different prevention activity 18/19 only.*







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

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

We attended 7,476 incidents in 2018/19, which is an increase in 4.08% on the previous year's 7,183 incidents.

## CASE STUDY

### Revving up our commitment to keep motorcyclists safer on the roads

Last year we teamed up with Magpas Air Ambulance to launch a free emergency first aid course aimed at motorcyclists in Cambridgeshire.

BikerDown! is an initiative that offers motorcyclists the opportunity to learn practical skills to help avoid being involved in a crash, as well as essential first-aid training and advice on what to do should they find themselves first on the scene of a collision where someone is injured.

Between April 2018 and March 2019, over 150 motorcyclists attended an event and feedback has been incredibly positive.

Community Risk Manager, Station Commander Kevin Andrews said: "We're delighted to have launched Biker Down! in Cambridgeshire and it's fantastic to have Magpas Air Ambulance on-board. The course offers potentially life-saving advice for motorcyclists should they find themselves first on the scene of a crash, and also covers practical tips on how to avoid being involved in a collision, including how to be seen.

"The course has been extremely popular at other fire and rescue services across the UK, and we are really pleased it has taken off so positively here."

Dr Sam Todd from Magpas Air Ambulance explained why he's part of the Biker Down! Scheme: "Working at Magpas Air Ambulance has been my dream job since graduating from medical school - because it allows me to deliver critical, hospital level care anywhere in the region wherever and whenever it's needed. For me, Biker Down! is a natural extension of that, by ensuring that as many people as possible have the skills and knowledge to look after each other should the worst happen."

Bikers completing the course receive a certificate and a first aid kit.

To find out more about Biker Down! or to book your place call 0800 917 9994, or email [road.safety@cambsfire.gov.uk](mailto:road.safety@cambsfire.gov.uk), including your name, contact number, email address and town of residence.

### Feedback (displayed in speech bubbles)

Very useful and learned some interesting information. Thanks guys :)

Thanks for a great day

An extremely informative course and I would say well worth it for anybody that uses the roads

Fantastic course for bikers and non-bikers, highly recommend...

## People

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

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

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

To achieve this in 2018/19 we have:

- Continued delivery of our Aspire development programme for existing managers who want to progress their career, in on-going collaboration with our colleagues from Bedfordshire and Hertfordshire fire and rescue services.
- Completed and evaluated the third Insight programme for aspiring managers from all areas of the Service.
- Broadened the range of individual sessions offered through our 'lunch and learn' programme of development events.
- Delivered sessions for line managers to help them understand more about performance, development and career management, and to give them the opportunity to develop their skills to have quality conversations with their teams. We have also held a number of information sessions to talk with all staff more about career management.
- Continued to improve our recruitment and promotion processes to ensure a joined up approach to career development. This included delivering updated assessor training to all those who assess.
- Continued to develop understanding of the importance of employee engagement, following the pulse check survey we undertook last year. This year we have focused on ensuring that everyone understands their individual role in ensuring an engaged workforce. This has included delivering workshops as part of our regular manager seminars programme.
- Further increased resources to enable us to grow our targeted positive action work, as we continue to seek to improve the diversity of our workforce to better reflect the communities we serve. Although there is more work to do, we have seen an increase in the diversity of people applying to work for us in all areas of the Service.
- Delivered a workshop to raise awareness of how the menopause can affect women in the workplace, and developed and published guidance to help managers to talk with and support their staff about the menopause at work.
- Expanded our apprenticeships provision by offering a new Level two apprenticeship in leadership and management to existing staff. We have also been evaluating the success of our first apprenticeships as they draw to a close, and have planned to be able to offer entry as a wholetime firefighter through an apprenticeship route from 2019/20 onwards.
- Commissioned an equal pay audit and drawn up an action plan following delivery of the independent report. We have also published our second

gender pay gap information, seeing a slight decrease to the size of our gender pay gap.

- Delivered the first year of our RESPECT action plan to ensure that all staff feel safe and able to share any concerns they have at work. This year we have focused on raising awareness of the RESPECT programme, and recruiting and training nine RESPECT Champions. The Champions provide informal, independent and confidential support to anyone who may have concerns about their relationships at work, and will signpost colleagues towards more formal avenues of support and advice as required.

## **Case study**

### **Development opportunities that benefit both Service and staff**

We have recognised that people join our organisation with a whole range of different experiences and skillsets that can benefit the Service in areas away from the job they were employed to do. By utilising these skills and offering different opportunities to develop them, it also increases job satisfaction and motivation.

Opportunities can range from becoming champions in areas such as equality and inclusion, getting involved in and managing business development projects, facilitating team development events, becoming community development instructors delivering youth interventions schemes and volunteering to be a TRiM practitioner, supporting the positive mental health of colleagues, particularly following potentially distressing incidents. Other opportunities utilise a person's academic qualifications, like for Lola.

Lola Quin joined the Service in April 2018 as a Business Intelligence and Performance Analyst. Her role involves analysing statistical data about incidents and working with colleagues from across the Service to interpret and use performance information to deliver a more efficient and effective service to our communities. A chance conversation about her background and degree in forensic biology led to her training as a fire investigator, a role traditionally undertaken by uniformed fire officers.

Lola said: "When joining the Service as a performance analyst, I never envisaged I'd be able to utilise my forensic skills in the way I am. I love the fact I can transfer skills learnt at university and as a crime scene investigator for the Dutch National Police and apply them to fire scenes. The role as a fire investigator brings diversity to my day-to-day role and I've received fantastic support from officers and peers."

Group Commander Kevin Napier added: "The support and resilience Lola offers to our operational officers is essential in enabling our statutory duty to investigate the cause of fires. Lola's experience in the world of forensics lends itself well to fire investigation and her role enhances the service we provide."

Crew Commander Liam Siddons is also using skills learnt from a previous employment in becoming one of our Respect champions. In 2018/19 we recruited and trained nine volunteer Respect champions who provide informal, independent and confidential support to anyone who may have concerns about experienced or observed bullying or harassing behaviours. Champions will signpost their colleagues towards more formal avenues of support and advice as required.

Liam said: "Having the opportunity to discuss concerns is a great advantage for colleagues, allowing them to confidentially confide in someone, discuss different ways to approach the situation and potentially avoid having to take more formal proceedings. I am able to use skills I developed from my previous employment

before joining the fire service, as well as my experiences working as both a wholetime and on-call firefighter.”

Alison Scott, Equality and Inclusion Advisor, who led the recruitment and training of the champions, added: “The Respect champions are able to develop skills such as listening, questioning, impartiality and showing empathy to support their colleagues. By doing this they develop themselves as well as offer a key service to the workforce. It’s a win-win situation, where everyone can benefit and unwanted behaviours can be nipped in the bud.”

At a time when budgets are restricted, expanding and strengthening what we do and allowing current staff to fulfil these roles as development opportunities, enables us to enhance employee engagement and ensure we are working together as effectively as possible to deliver the best possible service to our communities.

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## Value for Money

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

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

### **To achieve this in 2018/19 we have:**

- Migrated to cloud based technology for business process automation, removing paper-based administration activities
- Put in place joint Legionella contracts with Cambridgeshire Constabulary to deliver cost savings to both organisations
- Agreed memorandums of understanding for a number of skillsets, resources and equipment sharing with Cambridgeshire Constabulary
- Led a national procurement to create a framework contract for the provision of pre-hospital emergency medical training
- Established sharing area commander officer rotas with Bedfordshire Fire and Rescue Service to provide resilience
- Sought and received planning permission to move our training centre on to the police training site at Monks Wood
- Saved £11,000 per year by changing our delivery method for our incident command training
- Saved £11,500 by jointly procuring with other fire services, an interactive safety zone for young people for our website
- Saved £21,000 through our insurance consortium by making improvements to processes (see case study on page XX).
- Restructured our ICT shared service to increase resources in key areas and to improve resilience in service delivery across both Cambridgeshire and Bedfordshire fire and rescue services.

## Case study:

Around four years ago, nine fire and rescue services including Cambridgeshire, came together to form a mutual for insurance.

Third party insurance had been very costly in the past with very little competition to drive down prices. Insurance companies also keep the premium as profit even if no claims are made that year. Research was carried out to see if there was another viable option that would offer cost savings, and the Fire and Rescue Indemnity Company (FRIC) was formed.

Being a member service has enabled us to save £21,000 on motor insurance costs in 2018/19 alone, which is a seven per cent reduction. This was achieved by introducing CCTV to our fleet, having a positive performance and implementing license checks for non-employees driving issued cars.

Deputy Chief Executive Matthew Warren explained: "One of the biggest benefits to us being part of FRIC is having certainty on what our annual premiums will be each year. These can significantly change with external suppliers and at a time when our government funding is being cut, knowing for sure what our associated costs for insurance will be is a great help. We can also hold cash reserves and where these funds are not used for claims, the mutual retains the money for future use, so it's not lost money like it is with an external insurance company where you lose the premium each year even if you make no claims. It also encourages us to drive improvements to reduce risk as we then see the benefit with a reduction in our costs."

Matthew added: "Having a collaborative approach to risk management means we can share best practice as well as provide better value for money. It is another example of us looking for different, more cost effective ways to do things and any savings made are re-invested back into the service."

## 8. Equality and Inclusion

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

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

Our priorities for diversity and inclusion last year were set out in our Equality Strategy 2018-20. These were:

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

### Highlights of our achievements in 2018/19

- A total of 55 business seminars were conducted which meant engagement with 312 businesses and 342 employees from those businesses. Moving forwards, the process of recording attendance will become automated and the retrieval of equality data will also become a priority action.
- An analysis of engagement with different groups when delivering home visits was carried out at ward level. The information over five years does not show any particular correlation between engagement and ethnicity. This engagement data will continue to be monitored and opportunities taken through our positive action work to promote the home fire safety services we offer to minority communities.

- Our 2018 intake of firefighter recruits had a two-day induction on community engagement and the Service's community safety interventions – the first time this has been delivered.
- The number of female operational staff increased to 33 (6.9% of operational staff). This is an increase of two from the previous year and 12 over last five years.
- The number of male combined fire control operators has changed little over the last five years. Men currently make up seven (16%) of all control room staff.
- Black, Asian and other minority ethnic staff make up 3.3% of all staff – an increase of one from last year and 11 over last five years.
- Training on understanding unconscious bias was made available to all staff and managers with 25 per cent (174) completing this in year one. A session on inclusive leadership was delivered to the strategic leadership team and has been built into existing management development and diversity management training.
- An awareness session by a gynaecological expert was well attended and received by predominantly women staff. Guidance on the menopause for all managers was later developed and made available.
- An intervention called Respect was launched to raise awareness of the impact of inappropriate behaviours that fall outside our current standards; the need to challenge these behaviours and to provide support for those that need it. A group of staff were selected and trained to become Respect champions and a number of key messages were communicated to all staff.
- We commissioned an equal pay audit focusing on any gender and ethnicity pay gaps. Recommendations have been made and will be implemented in 2019.
- An audit of managers' knowledge and skills on inclusion and diversity provided the information needed to re-shape training interventions and direct a full review of learning and development in this area in 2019.

## 9. Partnerships and collaborations

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

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

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

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

Examples of some of our collaborations are:

### **Combined Fire Control with Suffolk Fire and Rescue Service**

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

### **Mutual Aid Agreements**

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

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

In the event of a national emergency elsewhere in the country, Cambridgeshire and Peterborough Fire Authority has a high volume pump, to support a large scale flooding incident, that can be deployed to assist those in need. We also jointly manage a third vehicle, which is the Eastern Region's Detection, Identification and Monitoring (DIM) vehicle which provides a 24/7 response capability for deployment in the early stages of a major incident involving chemical, biological, radiological or nuclear materials. This vehicle is operated by Essex Fire and Rescue Service but the

specialist officers who run the equipment come from both Cambridgeshire and Essex fire services.

### **Cambridgeshire and Peterborough Local Resilience Forum**

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

### **Shared ICT Service with Bedfordshire Fire and Rescue Service**

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

### **Safer Peterborough Partnership**

The Safer Peterborough Partnership (SPP) is Peterborough's community safety partnership, made up of a number of different organisations who are collectively responsible for reducing crime and disorder, combatting the misuse of drugs, alcohol and other substances and reducing reoffending.

The Prevention and Enforcement Service (PES) works to the Safer Peterborough Partnership Board and is staffed by a team made up of fire service, police, council and prison staff working from the same location and supported by a number of other cooperating authorities including housing associations, criminal justice bodies and not-for-profit organisations.

### **NHS Blood Transfusions**

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

### **Cambridge Water Safety Partnership**

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

### Children and Young People Wisbech

This is a long term partnership to support housing association young residents, supported by the College of West Anglia. By utilising our Firebreak intervention programme as a starting point, the aim is to then look to develop a personal development plan to support the young people's aims and aspirations over the course of a year.

## 10. Financial performance and governance

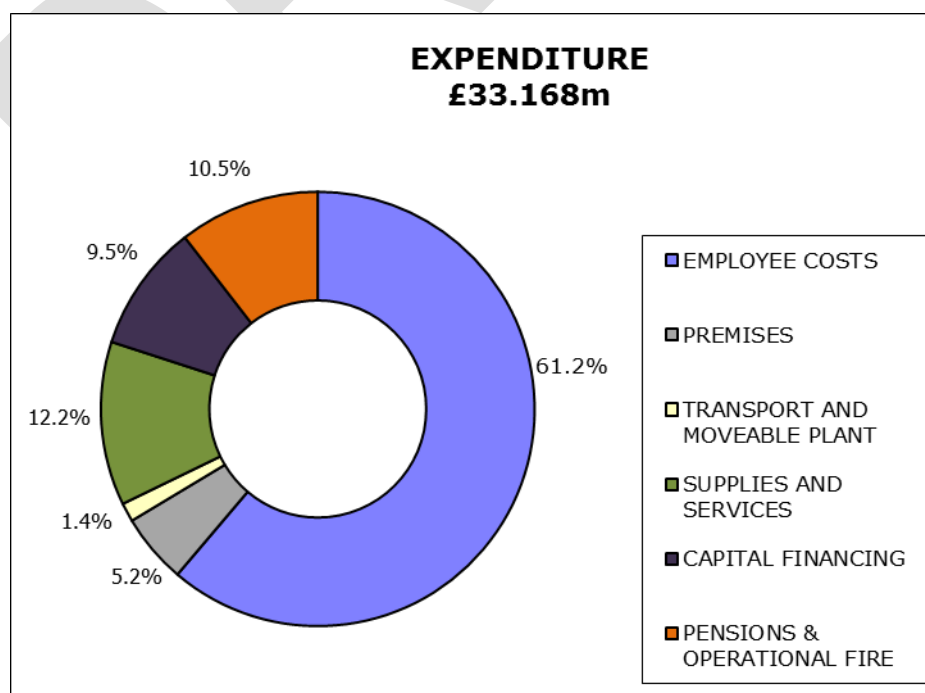
Ensuring we have an efficient service that offers value for money, underpins everything we do. Although the pressures on our budget through a continued reduction in government grant since 2010 have been felt across the Service, with innovative thinking and more collaborative working, as well as the support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

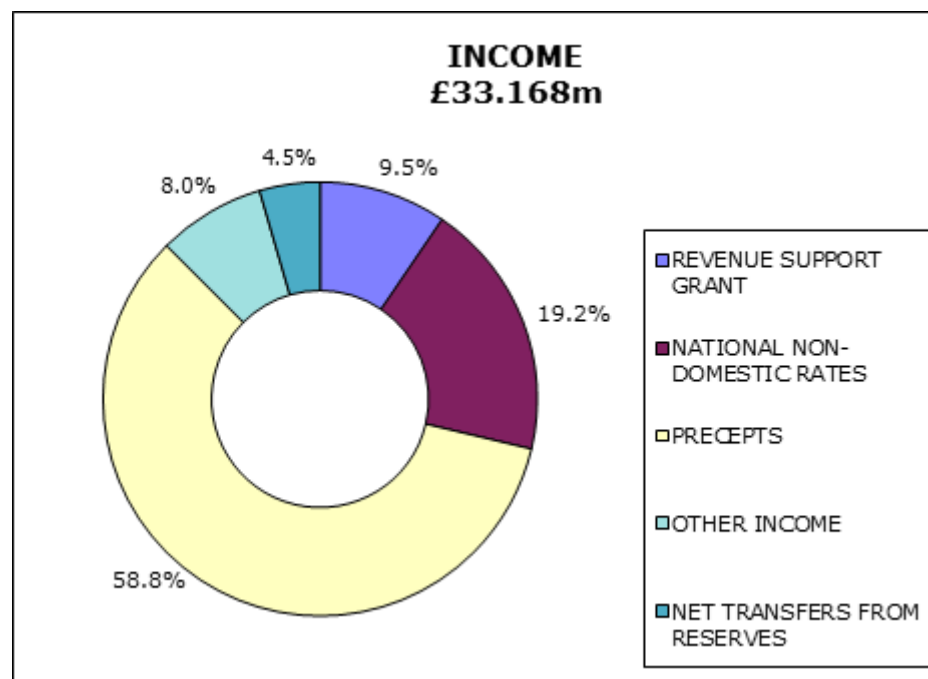
### Where our money comes from and how much we spent

The Fire Authority's total net expenditure during 2018/19 was £30,505,000.

This is made up of £33.168m (expenditure) less £2,663m (other income). £18,441,000 was collected from council tax payers. This amounted to £66.76 a year for a Band D council tax household, making us one of the most cost effective fire and rescue services, per head of population, in the country.

The following charts show where the money we received came from and how we spent it in 2018/19:





## Summary Financial Table

Description	Revised Budget £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	11,112	11,352	240	2.16%
Control Room Staff	1,534	1,548	14	0.91%
Local Govt. Employees	3,335	3,337	2	0.06%
Senior Management (Hay)	2,801	2,804	3	0.11%
Recruitment & Training	691	769	78	11.29%
Fire Allowances	521	509	-12	-2.30%
<b>EMPLOYEE COSTS</b>	<b>19,994</b>	<b>20,319</b>	<b>325</b>	<b>1.63%</b>
Property Maintenance	427	457	30	7.02%
Insurance	231	190	-41	-17.75%
Energy Costs	282	256	-26	-9.21%
Cleaning	153	142	-11	-7.19%
Rents & Rates	639	671	32	5.01%
<b>PREMISES</b>	<b>1,733</b>	<b>1,717</b>	<b>-16</b>	<b>0.92%</b>
Car & Cycle Allowances	68	96	28	41.76%
Vehicle Running Expenses	167	194	28	16.76%
Vehicle Insurance	191	160	-31	-16.02%
<b>TRANSPORT AND MOVEABLE PLANT</b>	<b>426</b>	<b>451</b>	<b>26</b>	<b>6.04%</b>
Office Expenses	355	262	-93	-26.20%
IT & Communications Equip.	2,113	1,767	-346	-16.37%
Fire Equipment	351	315	-36	-10.26%
Uniforms & Clothing	570	558	-12	-2.11%
Other Supplies & Services	1,233	1,160	-73	-5.92%
<b>SUPPLIES AND SERVICES</b>	<b>4,622</b>	<b>4,062</b>	<b>-560</b>	<b>12.12%</b>
Debt Charges	4,027	3,149	-878	-21.80%
External Interest	-90	-110	-20	22.22%
<b>CAPITAL FINANCING</b>	<b>3,937</b>	<b>3,040</b>	<b>-898</b>	<b>22.81%</b>
<b>CONTROLLABLE EXPENDITURE</b>	<b>30,712</b>	<b>29,589</b>	<b>-1,123</b>	<b>3.66%</b>
Other Income	-1,719	-2,020	-301	17.51%
Other Government Grants	-468	-533	-65	13.89%
<b>CONTROLLABLE INCOME</b>	<b>-2,187</b>	<b>-2,553</b>	<b>-366</b>	<b>16.74%</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>28,525</b>	<b>27,036</b>	<b>-1,489</b>	<b>5.22%</b>
Pensions - Injury Awards	611	653	42	6.87%
Operational Fire Budget	2,849	2,816	-33	-1.16%
<b>SAFETY-NETTED EXPENDITURE</b>	<b>3,460</b>	<b>3,469</b>	<b>9</b>	<b>0.26%</b>
<b>NET EXPENDITURE</b>	<b>31,985</b>	<b>30,505</b>	<b>-1,480</b>	<b>4.63%</b>
Grant/Precept Income	-28,386	-29,012	-625	
Transfers to/from earmarked reserves	-3,599	-1,525	2,074	
Year end transfer to Capital Reserve		0	0	
<b>CONTRIBUTIONS</b>	<b>-31,984</b>	<b>-30,536</b>	<b>1,449</b>	
<b>CONTRIBUTION TO GENERAL RESERVE</b>		<b>-31</b>	<b>-31</b>	

## **Key budget points**

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

## **Efficiency plan**

The Fire Authority approved an efficiency plan in October 2017. The plan detailed how anticipated savings will be delivered over the coming years up to 2020. The document can be found on our website at

[http://www.cambsfire.gov.uk/Efficiency\\_Plan.pdf](http://www.cambsfire.gov.uk/Efficiency_Plan.pdf)

Included within the efficiency plan was a high level reserve strategy. The Fire Authority's detailed use of the reserve strategy can also be found on the website at

[http://www.cambsfire.gov.uk/Reserve\\_Schedule\\_2018.PDF](http://www.cambsfire.gov.uk/Reserve_Schedule_2018.PDF)

## What do we own?

Our assets include (as of March 2019):

<b>Buildings</b>	
Fire headquarters and operational buildings	29
Staff houses	5
<b>Total</b>	<b>34</b>
<b>Vehicles and Plant</b>	
Fire engines (incl rescue pumps)	35
Multistars (aerial appliances)	2
Rescue vehicles	2
Other special appliances	5
Reserve and training appliances	12
Other vehicles	112
<b>Total</b>	<b>168</b>

## Capital Spending

During the year the Authority:

- Purchased six vehicles and built three alternative appliances - this totalled £632k. The Authority also completed the build of three appliances and one incident response unit.
- Undertook equipment and IT projects totalling £592k
- Carried out building works totalling £1,261k which included an extension to Chatteris Fire Station
- Carried out work on property and ICT assets under construction totalling £136k.

## Financial governance

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

### External audit (UPDATE IF 2018/19 CONCLUSION IS AVAILABLE AT DESIGN)

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

The independent auditor's report to members of Cambridgeshire and Peterborough Fire Authority for 2017/18 concluded that:

*‘On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office in November 2017, we are satisfied that, in all significant respects, the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018’.*

## **Governance matters (UPDATE AT DESIGN STAGE IF 2018/19 STATEMENT IS RECEIVED)**

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

The 2017/18 annual governance statement of the Authority can be accessed on our website. The external auditor’s opinion confirmed assurance in the governance arrangements.

### **Internal audit**

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

### **Financial Transparency**

The Local Government Transparency Code 2015 is a tool to embed transparency in local authorities, which includes fire and rescue authorities and sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published.

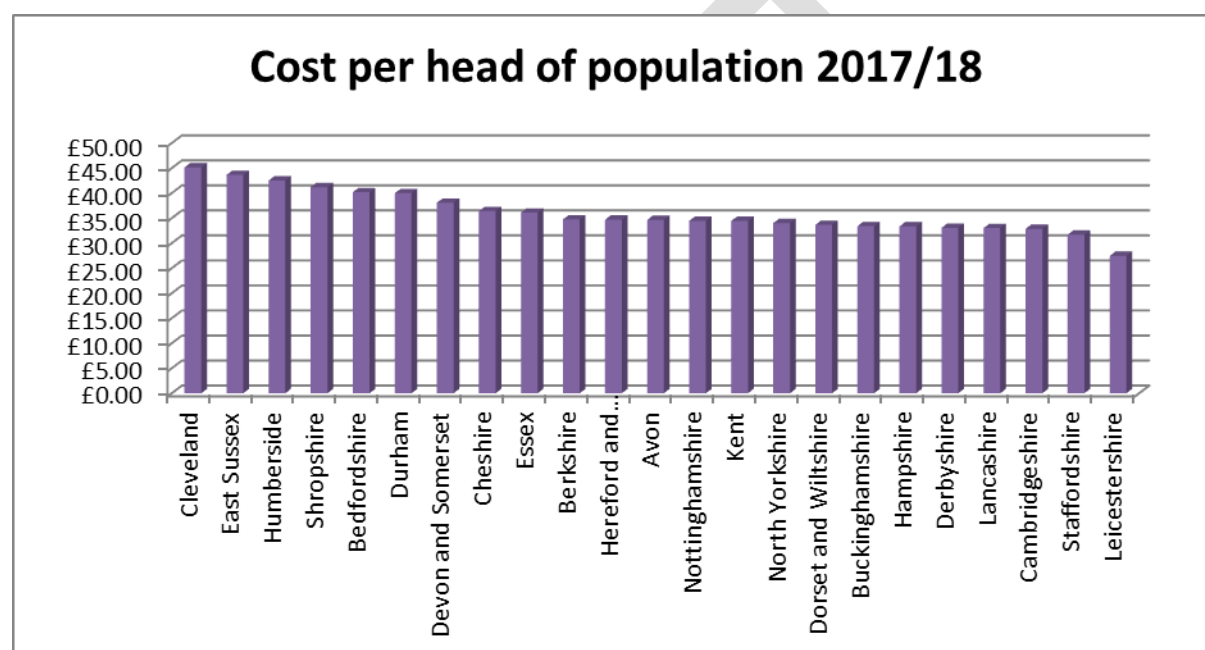
To streamline and simplify access to this information, our website includes a specific Transparency Code section - a link for which can be found in the footer of each webpage.

## 11. How we compare nationally on value for money

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

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

The graph below shows the 2017/18 (most recent available) cost per head per population for 23 fire and rescue services in England, using Chartered Institute of Public Finance and Accounting (CIPFA) data. We are shown as the third lowest.



## 12. Our HMICFRS inspection results (Graphic to show the three pillars and our outcome for each)

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

The three areas they looked at can be summarised as:

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

There are four possible outcomes in the judgement criteria:

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

**We have been judged as 'Good' in all three key areas.**

Each of the three key areas has a number of supporting questions for the inspectors to look at. There are 11 in total. Each one is also given a judgement score. We have been judged as 'Good' across the board in all of these too - one of only two fire services in the first tranche of inspections to achieve this and one of only three to get 'Good' for how well we look after our people.

As well as many positives, the inspectorate team highlighted a number of areas where we could continue to improve. We are grateful for this helpful insight and have incorporated these areas into our IRMP action plan for this coming year. These include areas such as improving the way we evaluate our activities to demonstrate whether what we are doing is having the right outcomes, working with our neighbouring fire and rescue services to share risk information and plan and carry out training exercises together and better and more consistent use of meaningful personal development reviews (appraisals) across the Service.

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

### 13. Planning and future priorities

Our Integrated Risk Management Plan (IRMP) provides full details of how we plan for the future, how we set our priorities and what those priorities are until 2020. Between January and March 2019 we reviewed our 2019/20 action plan and will continue to work towards this through the next 12 months.

In addition, this year we will complete a new IRMP for 2020/24, the draft of which will go out for public consultation at the end of 2019 and it will be presented to the Fire Authority for final agreement in February 2020, ready to commence in April 2020.

The full 2017-2020 IRMP is available to view on our website

<http://www.cambsfire.gov.uk/IRMP%20document%202.pdf>

**\*INSERT IMAGE OF FRONT PAGE OF IRMP\***

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#### 14. Letters of appreciation

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

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

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

Just wanted to say a huge thank you to the team that came out to the garden fire in Woodston this morning. Your response was amazingly fast and you saved mine and my neighbours' sheds, plus people's the other side of the garden. Thank you!  
From a Peterborough resident

Thank you for visiting us today to talk about the work you do. The students (and quite a few members of staff) were very excited to learn about the fire engine.  
From [Iqra Academy, Peterborough](#)

Please can we pass on our thanks and say what excellent service we received this morning. A team came to change an elderly lady's smoke detector. The whole process took less than half an hour, which was great as it reduced the lady's concern.  
From a member of staff at a care home in St Ives

I just want to say thank you to green watch who put out a fire at my house. They were all so helpful and understanding. Was an awful situation and they put me at ease. Thank you from the bottom of my heart.  
From a Cambridge resident

I wanted to message you to say thank you to all the firefighters who came out to rescue my horse from inside the horsebox yesterday afternoon in Glatton. I am so grateful for their fast response, professional approach and most of all, for working so well with the vet and all the other horsey people who came to help. Once again, thank you so so much for all your hard work yesterday.  
From a Huntingdonshire resident

Just wanted to say thank you for stopping a hedge fire going through all our gardens. I have chickens with their coop right against that hedge, so if you hadn't stopped it as quickly as you did it could have spread to my garden too.  
From an East Cambridgeshire resident

Thank you so much for coming to Asda in Peterborough today. My son loved meeting you and excitedly asked daddy to check the fire alarms when we came home. To our surprise, one of them actually wasn't working so I am so very grateful to you for reminding us to check them today.  
From a Peterborough resident

I just want to say wow and thank you. My daughter really enjoyed being with you this morning. She has learned lots of new things, which she has been telling me about

non-stop! It's lovely that the kids get to see where real heroes work. I wish I had gone. Keep up the good work.  
From an Ely resident

I would like to say a very grateful and heartfelt thank you for all the assistance rendered to me after my fall in St Neots town centre.  
From a St Neots resident

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## **15. Tell us what you think**

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

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

Thank you for your time.

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



**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer – Jon Anderson

**PRESENTING OFFICER(S):** Assistant Chief Fire Officer – Jon Anderson

Telephone: 07711 444201

Email: [Jon.Anderson@cambsfire.gov.uk](mailto:Jon.Anderson@cambsfire.gov.uk)

**DATE:** 20 June 2019

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## **ANNUAL 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 our refresh of the Integrated Risk Management Plan (IRMP) for 2018/19.

### **2. Recommendation**

- 2.1 The Fire 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 three 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 by the use of 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 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our strategic aims. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money.
- 5.4 We have conducted our annual review and refresh of the IRMP. This has involved a review of the work delivered in 2018/19 against the IRMP Action Plan and a review of the Service risk registers, as well as a refresh of the "community risk" modelling.

## **6. Delivery of the 2018/19 IRMP Action Plan**

- 6.1 Within the Community Safety Excellence workstream, the areas below have been identified as key highlights within prevention and protection during 2018/19:

We have continued to increase the number of Safe and Well visits delivered to those most at risk from fire across the county. We have worked to install 13 potable misting systems to support the most vulnerable to live safely in their homes. As part of our work we have continued to identify data that can support more efficient targeting of individuals at most risk from fire. We have identified 1,300 homes that have individuals living in them that are confined to a hospital bed to receive an intervention from the Service. There has been an increase in the training opportunities for operational crews, to assist them in delivering all elements of a Safe and Well visit. We have undertaken detailed risk profiling of station grounds, to give operational crews the ability to understand, access and work more closely with their local communities. We continue to be represented on all Community Safety Partnerships across the county. We have become one of the lead agencies in the Cambridgeshire and Peterborough Road Safety Partnership, delivering innovative road safety initiatives across the county. An example includes the use of virtual reality technology to provide safety education to new drivers. We have increased our educational delivery to children and young people across Cambridgeshire, examples include the delivery of FireBreak, participation on the Uniformed Services Course and delivery of the #RememberRony water safety campaign in schools. We have led partnership initiatives to reduce the number of deliberate fires in Peterborough. We have also delivered 55 Fire Safety Business Seminars, informing attendees about fire safety legislation and their responsibilities. There has been an increase this year in the

number of fire safety visits undertaken by operational crews across the county. As well as this we have met all requirements of our Risk Based Audit Programme, ensuring legislation compliance in high risk buildings across the county and we continued to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.

- 6.2 Operational Excellence has seen a positive year where the entire organisation was tested through the hot summer period. The Service met all demands placed on it over a sustained period of weeks. To further enhance our training provision we have, in partnership with the Fire Service College, delivered some bespoke operational training scenarios. This saw 30 of our operational crews from across the Service, attend the college for two day events running through 12 exercises in as close to real conditions as possible. Our work continues both regionally and nationally with regards to National Operational Guidance, where we are seen as operating national best practice in a number of areas. We continue to monitor our response to incidents and the positive impact that the roaming appliances have made for our community (not only attending incidents but also community prevention and protection activities). We also welcomed a significant number of new wholetime and On-Call staff to the Service, providing them with high quality initial training and ensuring development and support throughout their career.
- 6.3 Under the delivery of the People workstream, we have continued to deliver our programmes designed to support the development of both aspiring and existing managers. Our Aspire programme for existing managers continues to be delivered collaboratively with our colleagues from Bedfordshire and Hertfordshire fire and rescue services; we have also begun conversations with other services in the region to understand if there is an appetite to progress this collaboration further in the future.

We have been embedding our career management process, delivering sessions for line managers to help them understand more about performance, development and career management, and giving them the opportunity to develop their skills to have quality conversations with their teams. We have also held a number of information sessions to talk with all staff more about career management, making a video of this available for those who were unable to attend a session in person. Work to develop everyone understanding their individual role in ensuring an engaged workforce has also been a focus this year following last year's staff engagement pulse check survey. This has included delivering workshops as part of our regular manager seminar programme.

We have expanded our apprenticeship provision this year, as well as evaluating the success of our first apprenticeships as they draw to a close. We have also been planning to be able to offer entry as a whole-time firefighter through an apprenticeship route from next year onwards. We have further increased positive action resources temporarily, to enable us to grow our targeted positive action work as we continue to seek to improve the diversity of our workforce to better reflect the communities we serve. Although there is more work to do, we have seen an increase in the diversity of people applying to work for us in all areas of the Service. We have commissioned an equal pay audit and drawn up an action plan following delivery of the independent report, as well as publishing our second set of gender pay gap data, seeing a slight decrease to the size of our gap compared to last year.

Finally, we have also delivered the first year of our Respect action plan to ensure that all staff feel safe and able to share any concerns they have at work. This year has focused on raising awareness of the programme and recruiting and training nine Respect champions who are providing informal, independent and confidential support to anyone who may have concerns about their relationships at work, and signposting colleagues towards more formal avenues of support and advice as required.

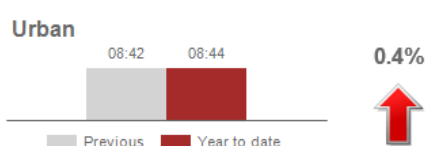
- 6.4 Under the Value for Money workstream, planning has been granted for the Monks Wood training facility, which would be on Cambridgeshire Constabulary land. Since our last update we have implemented a collaboration strategy and also introduced a process for recording all of our collaborations and reviewing the benefits that they were intended to deliver. The purpose of this is to allow us to evaluate on a regular basis if they are providing us with value for money or assisting us in our service delivery. We have also been reviewing and recording all savings that we are making across the Service, firstly to enable us to identify good practice but also, so that we can complete savings returns more accurately when asked for by the Home Office. Over the past year we have seen savings delivered through our contracting, examples of this are our multi-function devices (printers) - we have saved 22% on this contract. We saved £11,000 through collaboration with other fire services when developing a young person interactive area for our website.

Changes to our incident command training have saved over £10,000 this year and there are many more positive examples across the Service that we are now collating. The STEP delivery team has been concentrating on migrating our business processes to a new cloud technology infrastructure that has improved our functionality and reduced our running costs. The STEP team has also worked to integrate newly procured systems into the infrastructure reducing manual input and double data entry. We have continued to support the ICT Shared Service and have undertaken a number of joint ICT procurement activities to deliver savings in software licensing and hardware purchases. We have also been automating reporting to remove manual data manipulation and focus on value added activities.

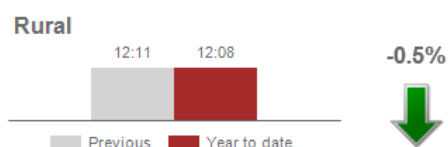
## 7. Performance against the IRMP 2018/19

- 7.1 **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.**

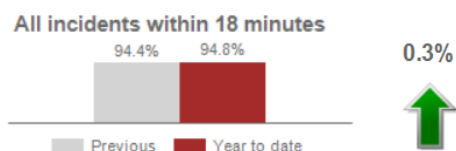
The average attendance time for the 1<sup>st</sup> pump in urban areas is 8 minutes 44 seconds. This is within the target of 9 minutes and is an increase of 2 seconds compared to the same period last year.



Within rural areas the 1<sup>st</sup> pump has an improved attendance time compared to the same period the previous year – an improvement of 3 seconds. However this is still slightly outside of our performance standard of 12 minutes. From January 2019, the use and focus of On-Call deployments and roaming pumps has been changed to focus on improved availability in the rural areas. It is envisaged that this will translate to lower rural attendance times in the future.



We can see that 94.8% of incidents were attended within 18 minutes. This is an improvement from last year and the previous quarter and we are moving closer to achieving our performance standard of 95%.

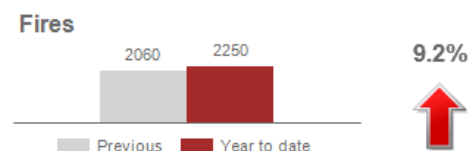


## 7.2 We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities.

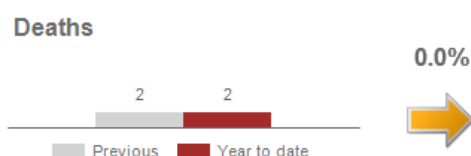
We have seen 2,250 fires over the last year compared to 2,060 the previous year. The main increase is in small outdoor fires, attributed to the warm and dry summer months last year.

Total primary fires are down. This is where the risk is at its highest and where we target the majority of our prevention activities.

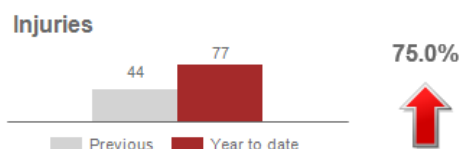
Secondary fires are up, with the main increase during July last year (278).



We have had two fire fatalities recorded in the year 2018/19.



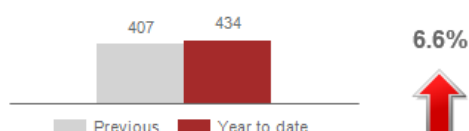
There have been 33 additional casualties from fire in the last year compared to the previous year. This has partly been due to the increase in outdoor fires in the summer.



**7.3 We will continue to work with our partners to reduce the number of people killed or seriously injured on our roads.**

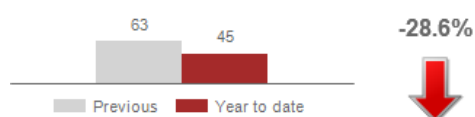
The latest available police accident data is February 2019.

The number of people killed or seriously injured in road traffic collisions has increased by 27 compared to the previous year. However it is reiterated that the data available to us is only that up to February 2019.



**7.4 We will continue to diversify our community response by increasing the number of co-responding stations and associated calls for help.**

There has been a decrease in the number of co-responding incidents attended this year compared to last year. The reason for this is most likely due to the single call type we attend. The volume of cardiac arrest calls received by the ambulance service control room has many influencing factors. This leads to fluctuations in the number of calls we receive that are largely outside our control.

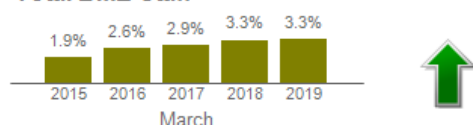


**7.5 We will continue to work towards our vision of a workforce that is properly representative of our communities by focusing on increasing the proportions of currently under-represented groups in all areas and at all levels of our workforce, ensuring always that individuals have the right skills for the role.**

There has been a gradual increase since 2015 in the diversity of our workforce. There has been an increase from 1.8% BME staff in 2015 (12 people) to 3.3% in 2018 and 2019 (23 people, 2019 remains unchanged from 2018). We have employed

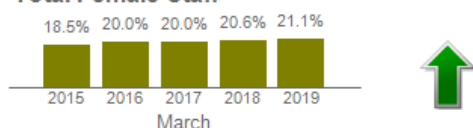
a positive action officer who is making links with diverse community groups and we hope to see a stepped increase again this coming year.

**Total BME Staff**



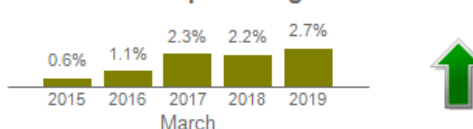
There has been a slight increase in our female workforce from 20.6% in 2018 (139 people) to 21.1% in 2019 (147 people). The percentage of females in each of our four areas is as follows: 7.2% of our wholetime workforce (18 people), 6.6% of our On-Call workforce (15 people), 83.7% of our control workforce (36 people) and 45.6% of our professional support workforce (78 people). The wholetime workforce is up from 4.9% in 2015 to 7.2% 2019 (11 to 18 people), with the On0Call workforce up from 4.1% in 2015 to 6.6% in 2019 (10 to 15 people).

**Total Female Staff**



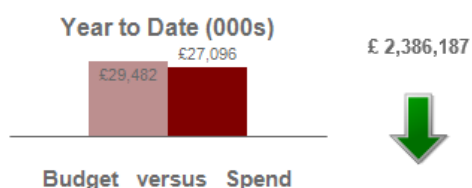
We have seen a slight increase in the number of female operational managers in the last 12 months, a 0.5% increase from 2018 and an increase of around 2% since 2015 (increase from 1 person in 2015 to 5 people in 2018).

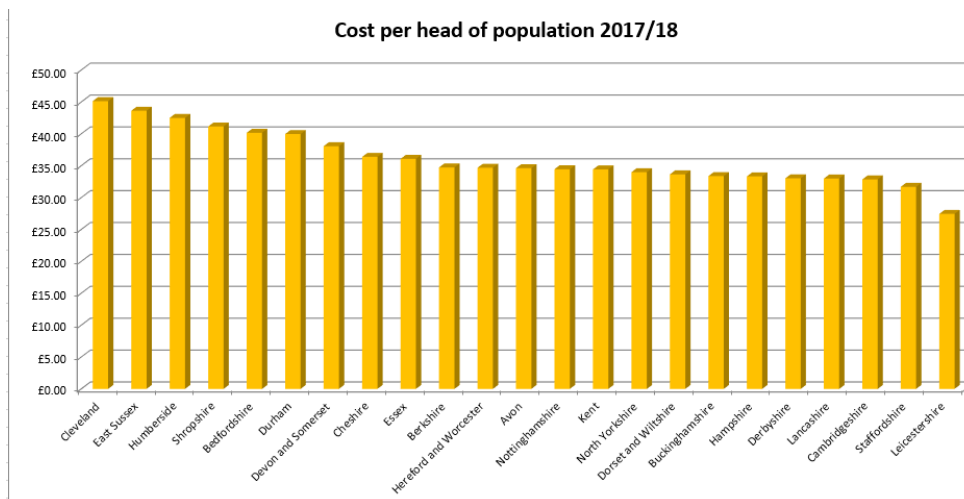
**Total Female Ops Managers**



## 7.6 We will continue to ensure we provide value for money by improving our Service year on year whilst remaining in the lowest quartile cost per head of population compared to other fire and rescue services.

The performance reporting snap shot taken at 31 March 2019 shows the end of the financial year with an underspend of £2.3M. However once final budget adjustments are completed to include accruals, capital financing and payment of final bills, it is anticipated the final position will actually be in the region of a £40k underspend. Our cost per head of population is in the bottom three compared to other fire and rescue services.





## 8. Risk Review Summary

- 8.1 We have seen a number of new risks around Community Safety Excellence. These are related to the summer spate conditions that we experienced in 2018 and this will be a focus for our prevention team in the upcoming year. We have also seen risks emerging around the measurement of the impact of our community safety activities to enable us to ensure we are demonstrating value for money to the public. New opportunities have also been identified in relation to our organisation providing support to falls in the home and closer working in the Cambridgeshire road safety partnership.
- 8.2 With regards to Operational Excellence, we have seen risks relating to On-Call firefighter skills decreasing. The risks relating to the health and safety of staff has decreased as a result of action plan work completed in response to the assurance work conducted in 2017/18. We have seen new risk emerging around the impact of sickness and other types of leave impacting on our resourcing in some key functions.
- 8.3 There has been some movement of risks relating to People, with risks increasing relating to workforce planning profiles and the diversity of our workforce which does not reflect our community diversity. We have seen new opportunities arising related to the potential to utilise apprenticeship schemes to recruit to the Service.
- 8.4 There has been little movement in the risks related to Value for Money. Risks around the impacts of the Emergency Services Mobile Communications Programme on the Service have remained with continued delays, as does the risks presented from cyber-attacks and the disruption that this may cause. Opportunities remain around collaboration.
- 8.5 The review of community risk has shown no significant changes. Whilst we can see some fluctuations in the data, there is nothing within this data that would result in a deviation from our original IRMP planning and delivery.

## 9. New Delivery Items for 2019/20

- 9.1 Within the Community Safety Excellence workstream:

We will expand the delivery of Safe and Well visits in identified high risk domestic premises through utilisation of On-Call crews and volunteers. We will continue to expand FireBreak and seek opportunities to increase the number of courses and interactions with students. We will continue the delivery of our Risk Based Audit Programme, utilising operational crews to increase capacity where appropriate. We will also be working with partners to deliver targeted road safety initiatives and strategies. We will engage with partners to seek opportunities to embed officers in organisations that support the delivery of both prevention and protection activities and we will undertake a review of current partnerships to ensure tangible benefits are delivered by the collaboration. We will be undertaking a training needs analysis across all community safety activities and then put in place a plan to address these. As part of our work this year, we will review all current interventions and assess how we can build evaluation into each area. We have commissioned two university graduates to undertake a full review of community safety initiatives, to assess effectiveness and we will implement a re-introduction of customer conversations to analyse in more detail the behaviours of individuals prior to a fire. Our plan is to conduct a full review of Community Fire Safety including prevention, protection and resilience with a view to understanding the delivery requirements for the 2020/2024 IRMP. In response to the spate conditions of last year, we will work alongside partners and local farmers, undertake educational events highlighting the impact of rural fires and explore how to prevent them.

- 9.2 Within Operational Excellence we will continue to train and develop our operational staff in line with service needs and workforce planning requirements. This includes further developing our existing work such as exercises, training venues and operational scenario events at the Fire Service College. We have a number of workstreams that continue to progress, we have just awarded the contract for two new aerial appliances that will replace the ageing multi-stars in 2020. With agreement imminent with the Fire Brigades Union we will soon be able to start to use our five-day crewed appliances more flexibly (similar to the roaming pumps), which will further improve our rural attendance times. The ongoing project to replace and update the control room mobilising computer system is now reaching a crucial point in time. Tenders have been invited and in the coming months we will spend a large amount of effort and time to evaluate and identify our preferred supplier. This system is key to bring about many technological enhancements for our call taking, mobilising and communication systems, adding further enhancements to our operational excellence for the community.
- 9.3 In the People workstream we will be continuing to deliver in four broad areas. Delivery of our positive action work plan will support us to increase the diversity of applicants and successful candidates to all roles within the Service and aid retention of diverse staff. This includes continuing to develop awareness and accountability across the organisation about the benefits in having a diverse workforce by embedding inclusive leadership concepts and beginning to deliver our equal pay action plan. We will continue working to ensure that our Personal Development Reviews and career management approaches are understood and being effectively used, as well as ensuring successful launch of wholetime firefighter apprenticeships. We will be planning and delivering our next full employee engagement survey and developing our health and wellbeing support to employees in a number of areas. This will include delivery of year two of our Respect action plan.

- 9.4 Under the Value for Money workstream we will continue to monitor collaborations already in place evaluating the benefits being realised from these. We will be continuing with process automation to remove unnecessary administration burdens on staff and improve data quality. Our focus will be on processes related to the personal development reviews and career management processes. We will also be looking to analyse our use of key systems to ensure that they are providing value for money and introducing integrations, automation and reporting where it will deliver benefit and efficiencies to the Service. We will be conducting the planning work for our next IRMP and seeking to integrate our learning from the HMICFRS inspection process in to this.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP 2017/2020	Hinchingsbrooke Cottage Brampton Road Huntingdon	Jon Anderson 07711 444201 <a href="mailto:jon.anderson@cambsfire.gov.uk">jon.anderson@cambsfire.gov.uk</a>
Understanding the risk profile of our community and the performance of the organisation in response to it		
Strategic Risk Register		

**APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES**  
**POLICY & RESOURCES COMMITTEE (9 members)**

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
TERRY ROGERS	C
MANDY SMITH	C
MIKE SHELLENS	LD
<b>BARBARA ASHWOOD</b>	<b>LD</b>
MOHAMMED JAMIL	L
DEREK GILES	IND

**OVERVIEW AND SCRUTINY COMMITTEE**

**(8 members not to be appointed to the Policy and Resources Committee)**

IAN GARDENER	C
MAC MCGUIRE	C
LYNDA HARFORD	C
JANET GOODWIN	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

**APPOINTMENTS COMMITTEE (7 members)**

KEVIN REYNOLDS	C
TERRY ROGERS	C
MAC MCGUIRE	C
DAVID OVER	C
MIKE SHELLENS	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

**PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)**

DAVID OVER	C	
KEVIN REYNOLDS	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
MIKE SHELLENS	LD	Substitute

**APPEALS (PENSIONS) COMMITTEE (3 Members + 2 Substitutes)**

DAVID OVER	C	
JOHN GOWING	C	
MIKE SHELLENS	LD	
TERRY ROGERS	C	Substitute
<b>BARBARA ASHWOOD</b>	<b>LD</b>	<b>Substitute</b>

**FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)**

LYNDA HARFORD	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

**FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)**

KEVIN REYNOLDS	C	
IAN GARDENER	C	
<b>BARBARA ASHWOOD</b>	<b>LD</b>	
MANDY SMITH	C	Substitute
MIKE SHELLENS	LD	Substitute

**JOINT CONSULTATIVE COMMITTEE (7 Members + 6 Employee Representatives)****[Not subject to proportionality]**

<b>Fire Authority Members (7)</b>	
SEBASTIAN KINDERSLEY	LD
<b>BARBARA ASHWOOD</b>	<b>LD</b>
KEVIN REYNOLDS	C
JANET GOODWIN	C
SIMON BYWATER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

**LOCAL STRATEGIC PARTNERSHIPS****[Not subject to proportionality]**

Greater Peterborough Partnership	Vice-Chairman	
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**COMBINED AUTHORITY**

Combined Authority	Vice-Chairman	C
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**MEMBER CHAMPIONS/LEAD MEMBERS****[Not subject to proportionality]**

Equality and Inclusion	MANDY SMITH
Health and Safety	SIMON BYWATER

**LOCAL GOVERNMENT ASSOCIATION**

KEVIN REYNOLDS		C
DAVID OVER		C
<b>BARBARA ASHWOOD</b>		<b>LD</b>

**LOCAL GOVERNMENT ASSOCIATION FIRE SERVICES FORUM**

KEVIN REYNOLDS		C
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**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY**  
**POLICY AND RESOURCES COMMITTEE: MINUTES**

**Date:** 25<sup>th</sup> April 2019

**Time:** 10.30 am – 11.30 am

**Place:** Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon

**Present:** Councillors: S Bywater, D Over (Vice Chairman), T Rogers, M Shellens and M Smith

**Officers:** Matthew Warren – Deputy Chief Executive Officer, Deb Thompson – Scrutiny and Assurance Manager, Jon Anderson – Assistant Chief Fire Officer, Shahin Ismail – Monitoring Officer and Tamar Oviatt-Ham – Democratic Services Officer

**93. APOLOGIES FOR ABSENCE**

Apologies for absence received from Councillors D Giles, M Jamil, L Nethsingha and K Reynolds.

**94. DECLARATIONS OF INTEREST**

No declarations of interest were received.

**95. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 20 DECEMBER 2018**

The minutes of the meeting held on 20 December 2018 were confirmed as a correct record and were signed by the Chairman.

**96. ACTION LOG**

The Committee noted that Matthew Warren would now own action 101 on the action log, on page 13 of the papers. The remainder of the actions on the action log were noted.

**97. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 10 JANUARY 2019**

The minutes for the Overview and Scrutiny Committee meeting held 10 January 2019 were noted.

**98. NATIONAL FIRE CHIEFS' COUNCIL BENEFITS REPORT**

The Committee received a report that gave an overview of the benefits that could be achieved by the Service continuing to subscribe to the Chief Fire

Officers Association (CFOA) and in doing so supporting the National Fire Chiefs Council (NFCC) and its workstreams.

In presenting the report Officers explained that every UK Fire and Rescue Service paid a 'Professional Partnership' fee to the CFOA which was determined by the NFCC's requirements and the operating costs of the charity. The fee for 2019/20 had been set at £50,000 excluding VAT. Officers clarified that membership of the NFCC brought considerable benefits to the Service through;

- Advising and influencing through a collective effort meaning all Fire Authorities were represented with one voice.
- Developing solutions and tools for helping Fire Authorities overcome common challenges across all functions.
- Responding to incidents, events and issues that went beyond County boundaries and where a joined-up approach made more sense.

Officers gave examples of where the collective effort had been beneficial recently including the response to Grenfell Tower which was co-ordinated nationally by the NFCC and the development of the National Operational Guidance for dealing with operational incidents.

Arising from the report

- A Member questioned if there had been any negative feedback on the payment of the fee in the past. Officers clarified that there had been no negative feedback to date.
- Members queried how the funding mechanism had been established including, if all Fire Authorities paid the same amount and if the Police had a similar system. Officers explained that the funding mechanism had been established when the Fire and Rescue Service moved to the Home Office. All Fire Authorities regardless of size paid the same amount. Officers explained that the Police have the National Police Chief's Council.
- A Member questioned the amount of money that the NFCC received annually and what the Service was getting for its contribution. Officers explained that there was a Chief who led the NFCC and a structure which sat under this. Without this structure all Fire and Rescue Services would have to work individually and would not have a mechanism to come together and share best practice and respond to major incidents collectively. Officers clarified that the Service had received £10,000 pay back from the NFCC last year as they had lead on some of the national procurement programmes.
- A Member queried whether the Service would be bidding for more work in the future. Officers explained that the Chief Fire Officer was a member of

the Board and that the Service had a role in shaping the future of the national procurement strategy. He also had a significant role in making the Services voice heard in terms of the Comprehensive Spending Review. The Service was involved in developing enhanced medical training with the Staffordshire Fire and Rescue Service.

It was resolved by majority to:

- Approve continued subscription to and therefore support of the CFOA and the NFCC.
- Note the contents of membership benefits detailed in appendix 1 of the report.

#### **99. FIRE AND RESCUE SERVICE INSURANCE MUTUAL - UPDATE**

The Committee considered a report that gave an update on the progress made by the Fire and Rescue Service Insurance Mutual.

Members noted:

- That the Mutual had been running for three years and in the last financial year made a surplus of £226K across all members.
- Membership of the mutual had remained consistent and two new members Buckinghamshire and East Sussex had joined on 1 April 2019.
- There was an ongoing ambition to grow and attract new members.
- There was a collective management of risk including the installation of CCTV and dashcams on all vehicles.
- Regus managed the fund and had been the winning bidder appointed to manage the fund for the next three years.

Arising from the report:

- Members discussed whether the Police were doing anything similar. Officers clarified that they were not currently seeking to set up a mutual but if they did it would be separate to the Fire and Rescue Service Mutual.
- A Member queried if there was a get out clause if there was a decision to terminate the mutual. Officers explained that there was a termination provision and the Service would have to give 12 months' notice.
- A member queried what happened to the surplus on an annual basis. Officers clarified that the money stayed in the pot and that there was an accumulating fund which would be aggregated depending on when members joined the mutual. Officers explained that Members would be

kept up to date with the accumulated fund and would make decisions on if any short term investments were made.

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

**100. STRATEGIC RISK AND OPPORTUNITIES MANAGEMENT REGISTER – MONITORING REPORT**

The Committee received a report giving an update on the Strategic Risks for the Service as at April 2019.

Members noted:

- The five highest risks were now scored at 20, four of which related to the Emergency Services Mobile Communications Programme (run by the Home Office). The Service was still awaiting a timetable for ESMP from the Home Office.
- There were ongoing mitigations in place around the risk in relation to changes to pensions and pay resulting in a high turnover of staff. These measures included ensuring that the appropriate resources were in place for training and that a competency framework was in place and managed appropriately.
- The risk in relation to the current training centre was still ongoing but alternative ways to upgrade the facilities had been investigated. Planning permission had been given for the Monkswood site but a final decision was awaited following the judicial review process.

Arising from the report

- Members queried the timetable for terminating ESMP as the timetable was still unclear and technology was changing constantly. Officers explained that this was not within their gift and that ultimately Government would have the final say on this. It also affected the Police and Ambulances Services.
- A Member questioned why a final decision had not been made on the new training facilities. Officers reiterated that once the outcome of the judicial review was known an update on the position would be given to the Fire Authority Board.
- A Member queried why the score for the Brexit risk was so high. Officers explained that this related to uncertainty regarding fuel prices and that there had been difficulties procuring new vehicles as the car industry were concentrating on producing parts and not manufacturing new vehicles.

- A Member enquired if there were any risks coming up the scale. Officers explained that there was a potential for the risk to increase in relation to staff turnover particularly in relation to Professional Support Services. Following the equal pay audit the Service had seen a higher turnover in this area as individuals had found higher paying jobs in the surrounding area. It was noted that this may have an impact in the future and that this would need to be reviewed alongside any changes in relation to the aging population.
- A Member queried when the last time a new risk had been added to the register. Officers explained that the register was due to be reviewed again as a whole in early May and that the register would be brought to the next Fire Authority Board meeting with any new risks identified.

**ACTION**

It was resolved unanimously to:

Review and note the strategic risk report and the risk distribution at appendix 1 of the report.

**101. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT**

The Committee received a report giving an update on projects for 2018/19

Members noted:

- The replacement for ICCS and Mobilising Solution was out to tender and the first round of bids was expected by 1 May. There had been a good amount of interest so far. The contract would be awarded in September with an implementation period of 12 months.
- The Asset Management software had been installed and this work was now business as usual so would be removed from the projects list
- The VDI upgrade had taken longer than anticipated and was not performing as expected in terms of log on times. Testing was ongoing and a new version of windows was being installed which would resolve the issue.
- The On Call Project was currently looking at 13.5 meter ladders and the crewing of alternative appliances. There was also a focus on recognising employers that were releasing staff and an Employers Recognition Award was being developed. There was also a move towards phased response and an update from the supplier was awaited.
- The Cambridgeshire Public Services Network CPSN contract had been awarded in March and was being implemented.

Arising from the report:

- Members raised concerns in relation to the log in time issues and queried why this had taken so long to resolve. Officers explained that they had only been given short notice in relation to the withdrawal of the old system and ideally the upgrade to the latest version of windows would have taken place before the new VDI system was installed. This had cause the log in delays. There was a condition in the new contract that the Service would always have the most up to date version of the software and that more notice would be given by the new supplier in relation to withdrawal of systems. The supplier was testing over the next couple of weeks and it was anticipated that the issue would be resolved by mid May. An update on progress would be given in the overall Programme Monitoring report taken to the next Fire Authority Board meeting **ACTION**
- A Member questioned what rope rescue involved. Officers explained that rope rescue involved a specialist team trained to rescue from height or below ground using a series of ropes. Bedfordshire Fire and Rescue Service were currently used as a back-up in this area. Training exercises had been undertaken for rescues from wind turbines.
- A Member queried the use of body cameras and where this was being looked into. Officers explained that this work was part of a national programme and was rolled into the project overseeing the use of recording devices and governance. The Service would review once the outcome from the national programme was known. Officers highlighted the challenges in relation to controlling and handling the data produced and what it could be used for. An update on the project would be given in the overall update to the next Fire Authority Board meeting. **ACTION**

It was resolved unanimously to:

Note the Programme Status Report, as at March 2019, at appendix 1 of the report.

## **102. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME**

No additions were made to the work programme. The work programme was noted.

## **103. DATE OF NEXT MEETING**

Members noted that the next meeting was scheduled for 18 July 2019.

It was noted that Councillors Shellens and Rogers would be unable to attend the meeting scheduled for 10 October. Attendance would be reviewed to ensure the meeting could go ahead and the meeting would be moved if required. **ACTION**

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY  
OVERVIEW AND SCRUTINY COMMITTEE – MINUTES**

**Date:** Tuesday 28th May 2019

**Time:** 10:00 – 10:42

**Place:** Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

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

**Officers:** Jon Anderson – Area Commander, Daniel Snowdon - Democratic Services Officer, Deb Thompson – Scrutiny and Assurance Manager and Matthew Warren – Deputy Chief Executive.

**61. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies were received from Councillor Harford, Councillor Bond, Chief Fire Officer Chris Strickland and Monitoring Officer Shahin Ismail.

There were no declarations of interest.

**62. MINUTES – 10<sup>th</sup> JANUARY 2019**

The minutes of the meeting held on the 10<sup>th</sup> January 2018 were approved as a correct record and signed by the Chairman.

**63. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK  
MANAGEMENT PLAN PERFORMANCE TARGETS**

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets.

During discussion of the report Members:

- Noted the increase of 33 additional casualties from fire and clarified that prison fires related to prisons only. Members were informed that the HM Prisons Service dealt with the majority of incidence themselves however, if someone was injured in the incident then it was classed as a fire injury.
- Noted national pay talks were stalling the progress in relation to co-responding and until the national talks had been resolved it was unlikely change would be seen.

- Noted a recruitment campaign was currently being developed and great effort was being made to attract recruits from diverse a population as possible.
- Sought clarification regarding the percentages relating to the current workforce. Officers undertook to provide the data that underpinned the statistics. **ACTION: ACFO J Anderson**
- Welcomed the opportunities for young people to experience working in the fire service through the academy and work being undertaken with public service courses.
- Drew attention to the relationship between the Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service and questioned whether CFRS spent proportionally more in that relationship. Officers explained that proportionally Bedfordshire contributed more.

It was resolved unanimously to:

note the contents of the performance report.

#### **64. ANNUAL INTERNAL AUDIT REPORT**

Members received the Annual Internal Audit Report. In presenting the report Officers highlighted the positive audit opinion contained at paragraph 1.1 of the report.

Attention was drawn to paragraph 1.3 of the report and in particular the implementation of a new Asset and Equipment Management System. Officers explained that they suspected that the system was not being used as it should be and therefore an audit was requested and undertaken. The recommendations of which were being implemented and officers were satisfied that the system was now working.

In discussion Members commented on the work that had been undertaken to prepare the Service for when the United Kingdom left the European Union and asked Officers to expand on what needed to be done. Officers explained that work had focussed on ensuring an effective fuel supply chain in the event of shortages by storing fuel in specialised containers.

#### **65. EXTERNAL AUDIT PLAN**

The Committee considered the External Audit Plan. In presenting the report attention was drawn to the materiality level for the audit set at £820,000. The timeline for the external audit was highlighted by the presenting Officer and provided assurance to Members that the deadline was achievable. A Member requested that pictures contained within the report be changed to ones of Cambridgeshire rather than generic photographs.

It was resolved to note the External Audit Plan.

**66. DRAFT ANNUAL GOVERNANCE STATEMENT**

The Committee received the draft Annual Governance Statement that prepared in order to comply with Chartered Institute of Public Finance Accountancy (CIPFA) and Society of Local Authority Chief Executives guidance.

Members noted that the judicial review taking place regarding the Fire Authority and the Police and Crime Commissioner.

Officers informed Members that the Integrated Risk Management Performance report was undergoing a significant refresh which would be presented to the November meeting of the Fire Authority.

The Chairman drew attention to the clarity of the definition of governance contained at paragraph 5.1 of the report.

Members noted the update provided regarding Cambridge Fire Station and the potential shared accommodation with the Police.

It was resolved to note the draft Annual Governance Statement.

**66. MEMBER LED REVIEW – APPROACH TO RECRUITMENT**

The Committee received an update regarding the member led review into the approach to recruitment. Members noted that the review was due to be presented to this meeting of the Committee however, due to changes within Organisational Workforce Development (OWD) and a forthcoming wholetime recruitment campaign it was proposed to defer the item to the October meeting of the Committee.

It was resolved to note the update provided and defer the presentation of the member led review to the October meeting of the Committee.

**67. MEMBER LED REVIEW – SAFE AND WELL VISITS**

Members were informed that a review of the community safety structure was currently being undertaken and it was recommended that the member led review be deferred until the October meeting of the Committee by which time the outcome of the review would be known.

It was resolved to note the update provided and defer the presentation of the member led review to the October meeting of the Committee.

**68. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

Members considered the Overview and Scrutiny Committee work programme and noted that the scheduled July meeting would not take place.

Members noted that it was proposed that areas for scrutiny were planned to be discussed at the June meeting of the Fire Authority and would be presented to the October meeting of the Committee.

It was resolved to note the work programme.

**CHAIRMAN**