

FIRE AUTHORITY



Date: Thursday, 15 February 2024

15:00hr

Red Kite Room

New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE

AGENDA

Open to Public and Press

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>
2. **Public Minutes of the Fire Authority meeting held 20th December 2023** **3 - 20**
3. **Chair's opening remarks**
4. **Fire Authority Budget 2024-25 and Treasury Management Strategy Statement 2024-25** **21 - 68**
5. **Community Risk Management Plan 2024 to 2029** **69 - 132**
6. **Review of Service Headquarters use (Project P143)** **133 - 138**
7. **Report on the use of lithium-ion batteries and response by Cambridgeshire Fire and Rescue Service** **139 - 144**

8.	Financial Business Continuity Planning	145 - 150
9.	Safeguarding Update	151 - 156
10.	Dates of Fire Authority meetings 2024-25	157 - 158
11.	Appointments to Committees and Outside Bodies	159 - 162

The Fire Authority comprises the following members:

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

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

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

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

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

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

Councillor Edna Murphy (Chair) Councillor Andrew Bond Councillor Wayne Fitzgerald
Councillor Mohammed Jamil and Councillor Scott Warren Councillor Simon Bywater
Councillor Douglas Dew Councillor Ian Gardener Councillor Bryony Goodliffe Councillor
John Gowing Councillor Ros Hathorn Councillor Sebastian Kindersley Councillor Catherine
Rae Councillor Kevin Reynolds Councillor Philippa Slatter Councillor Mandy Smith and
Councillor Simone Taylor

Clerk Name:	Dawn Cave
Clerk Telephone:	01223 699178
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Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 20th December 2023

Time: 2:00-4.38pm

Venue: New Shire Hall, Alconbury Weald

Present: Cambridgeshire County Council:

Councillors: S Bywater, D Dew, I Gardener, B Goodliffe, J Gowing, R Hathorn, E Murphy (Chair), K Reynolds, P Slatter, M Smith and S Taylor

Peterborough City Council:

Councillors: A Bond, M Jamil (Vice Chair) and S Warren

Officers present: J Anderson, S Ismail, T Mirfin, S Newton, D Snowdon, C Strickland and M Warren

85. Apologies for absence and declarations of Interest

Apologies for absence were presented on behalf of Councillors Kindersley, Over and Rae.

Councillor Gowing declared an interest in item 12 as Manea Fire Station was in his electoral division. Councillor Gardener similarly declared an interest in item 12 as Kimbolton fire station was in his electoral division, and he was also a Governor of Kimbolton School.

86. Minutes of the Fire Authority meeting held 15th June 2023 and Action Log

The minutes of the Fire Authority meeting held 15th June 2023 were agreed as a correct record. The Action Log was noted.

87. Chair's Announcements

See Appendix 1 to these minutes.

The Chair welcomed Councillors Bond and Gowing back to the Fire Authority.

Both the Chair and Councillor Reynolds spoke warmly on the valuable service of Councillor McGuire, who had previously chaired the Fire Authority, who was stepping down from the Fire Authority.

88. Draft Community Risk Management Plan 2024 to 2029

The Fire Authority received a report on the draft Community Risk Management Plan (CRMP) for 2024-29. Officers outlined how the Plan had been developed, and how

risks and opportunities over the coming five years had been identified. There had been active engagement with the public, and over 1000 responses received, those responses reflecting the diversity of demographics comparable to the 2021 Census data.

Core performance measures remained the same, but there had been changes to some of the categorisations. The most significant change had been the early public engagement, ensuring that this helped shape and form the CRMP. The most common themes in the feedback received related to the perception of risks and issues around accessing services. There would be a second public consultation until 31st January, and the final version of the CRMP would be brought back to the next Fire Authority meeting. Positive feedback had also been received from His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS).

A Member commented favourably on the work that had gone into producing this document, and was particularly pleased to note that the public engagement had been so effective, with such a high level of public feedback. Officers advised that they had worked with partner agencies to connect with communities, and also used social media (Facebook, Instagram, Twitter and Nextdoor) as well as more traditional engagement methods.

A Member asked if data was available on the variation of appliance callouts throughout the day. Officers confirmed that this information was collected, and it formed the background data for the CRMP. That data could be circulated to Members. Action required.

It was resolved unanimously to:

approve the draft Community Risk Management Plan 2024 to 2029, attached at Appendix 1, for public consultation.

89. Draft Financial Strategy 2024-25 to 2027-28

The Fire Authority considered the draft Financial Strategy for 2024-25 to 2027-28.

The Government Settlement had been received on 18 December, after the report had been published. However, the figures in the report were not materially different from that Settlement. The Government had also announced that Fire Authority Council Tax levels could only be increased by a maximum of 3%, which presented challenges, especially given likely pay inflation in 2024. Looking ahead, there were likely to be further challenges to finance with the withdrawal of Suffolk Fire and Rescue Service from the shared Control Centre arrangements in 2025-26, and the associated reduction in income. It was confirmed that the 2024-25 budget could be balanced, but this was by using the growth income. That income did not enable the Service to grow, but just maintain the status quo.

Arising from the report:

- a Member queried the potential reduction in Control Centre salary costs following the withdrawal of Suffolk FRS from the shared Control Centre arrangements. Officers advised that any headcount reduction would be in 2025-26, but this had not yet been costed i.e. the figures presented accounted for the loss of income but not any reduced expenditure for 2025-26. It was noted that Suffolk FRS did not currently have any Control staff, and an offer had been made to extend the shared

Control arrangements with Suffolk FRS until they had a viable set-up in place. There were no plans currently to reduce the Control Centre staffing;

- a Member asked about future capital expenditure, and whether the proposals for St Neots fire station had been included. It was confirmed that this would be covered in detail under that item;
- a Member asked about the sources of the significant capital receipts. Officers advised that the former Huntingdon Fire Station site income should be received in 2024-25, and the other major element was the potential disposal of the St Ives site. A new site had not yet been identified in St Ives, but it was likely this would be a long term rental, rather than a capital purchase. The Member commented that the sale of the St Ives site for development was unlikely to be straightforward, due to the constraints on that site.

It was resolved unanimously to:

review and approve the proposed strategy and summary medium term financial plan for consultation (Appendix 1).

90. Draft Annual Governance Statement 2022-23

The Fire Authority considered the Draft Annual Governance Statement, required by the Local Government Act, which had been scrutinised by the Overview and Scrutiny Committee.

Members noted progress made against governance issues identified in previous years. The Annual Governance Statement set out control procedures, how the Service was viewed by both Internal and External Audit functions, and considerations such as Combined Fire Control and financial challenges.

It was resolved unanimously to:

approve the draft Annual Governance Statement, attached at Appendix 1, for external publication.

91. Equality, Diversity and Inclusion Compliance Report 2022-23

Members considered a report which set out progress with equality, diversity and inclusion issues in the year 2022/23, including the gender pay gap as at March 2023. The purpose of the annual Equality, Diversity and Inclusion Compliance Report was to ensure the Authority met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

Officers highlighted areas where progress had been made, including:

- increased retention of female staff members and a reduction in the Gender Pay Gap. Cambridgeshire FRS ranked third highest in terms of the number of female employees, and there were an increased number of females in management roles;
- the Service had completed a gap analysis against the London Fire Brigade Independent Report on Culture, which had fed into the action plan;

- a number of menopause awareness events had been held, and the Head of Communications was leading on this issue on a national basis, organising a national conference;
- improving the neurodiversity support process for staff and applicants, including specialist coaching and Level 2 accreditation of the “Disability Confident” scheme;
- community assessors to wholetime firefighter interview panels, to mitigate against unconscious bias;
- engagement for children and young people, including the Firebreak programme;
- increased accessibility of services, including the creation and promotion of British Sign Language videos on our website for the main safety topics;
- the Service and its partners had increased the number of Safe and Well visits to 6,320.

Proposals for future actions were also noted.

A number of Members praised the excellent, detailed report.

Arising from the report:

- a Member was surprised to note that the gap analysis was carried out against London Fire Brigade, and that London Fire Brigade was being used as benchmark. Officers explained that whilst there was a strong feeling that Cambridgeshire FRS’s culture was more advanced than that of London Fire Brigade, it was important that any issues from the Independent Culture Review were picked up. There was also an expectation from government that all fire and rescue services reviewed their practices against these national reports;
- a Member asked if the reduction in employee turnover was attributable to the improvements in culture? Officers outlined some of the factors that influenced turnover, especially the major changes post pandemic, such as home working;
- a Member noted that key inequalities often related to communication, and barriers to communications. When dealing with public, she sought reassurance that the focus was on the most vulnerable, and gave examples e.g. notices in communal areas or support to understand fire safety messages. Officers outlined the varied means used to communicate hard to reach and vulnerable groups, and advised that they had good relationships with relevant partner bodies;
- a Member asked about the way children engage with the fire service, and observed that those children and young people living in communities with fire stations probably had better connections and were more aware of fire safety issues. Officers outlined the programmes in place to engage with children and young people, but advised that engagement was limited by the availability of resources. However, there was a focus on engaging with young people, as this could have valuable impacts in terms of changing lifelong behaviour. Older people, especially those who may be more isolated, were also a key group. The Member commented that video may be an effective communication tool with children and young people, given the Service’s resource constraints.

It was resolved unanimously to:

agree the content of the report (Appendix 1) or request any changes as deemed necessary. Once content is approved, the final design work and incorporation of appropriate images will be undertaken before publication.

92. Fire Authority Annual Report and Statement of Assurance 2022-23

Members of the Fire Authority considered the draft Annual Report and Statement of Assurance for 2022/23.

Special thanks was given to the Head of Communications and her team for their hard work in producing this report.

It was resolved unanimously to:

agree the draft Annual Report and Statement of Assurance 2022/23, attached at Appendix 1, subject to the additions highlighted in Paragraph 4.4.

93. Systel Mobilising and Integrated Communication System Replacement System – Update

Members considered a progress report on the mobilising system and integrated communication control system (ICCS) replacement project.

Systel exited the *redressment judiciaire* process in October. The company now had a new management and ownership structure. Significant progress had been made, and testing would commence in the new year. It was anticipated that the transition to Systel would be complete in March 2024, and a further update would be provided to the Fire Authority meeting in February. Training had been positively received by the Control Centre staff. It was noted that the existing Remsdaq system was still in place and continuing to operate well.

The Chief Fire Officer made a statement with regard to Remsdaq (See Appendix 2 to these minutes).

A Member thanked Officers for the update and the clarification with regard to Remsdaq. He asked what would happen if there was a failure when the system transitioned, and whether there was a back up plan? Officers confirmed that the current Remsdaq system is operational in St Ives, whilst the equipment was installed at Fire Service Headquarters. There would also be a back-up Systel system at Dogsthorpe Fire Station. The whole system would not 'go live' until all involved were completely satisfied that the new system was working, and was stable and resilient.

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

94. Firefighters Pension Scheme Update

Members considered the latest position relating to immediate detriment and the Firefighters Pension Scheme (FPS) following the enabling legislation coming into force on 1st October 2023. This related to the old Firefighter Pension Scheme which was phased out in 2015.

A clear timetable setting out an order of processing accompanied the legislation. The timetable prioritised the processing of ill health retirees and beneficiaries before

processing ordinary retirees, which would be done based upon the impact of the remedy i.e. those whose pension is likely to have been impacted the most will be processed first. All scheme members impacted by the remedy would receive a remedial service statement (RSS), which would provide detailed options to enable an informed decision to be made. Officers reassured Members that all the necessary records were in place, and that they would be working hard between now and the March 2025 completion date to deliver the RSS.

Additionally, the “Matthews remedy” was also enacted on 1st October 2023, which relates to On-Call firefighters employed between 2000 and 2006, and their ability to buy back service. This was an intensive piece of work, and staff were working hard with the Service’s Firefighter Pension provider, West Yorkshire Pension Fund.

A Member asked what impact these arrangements would have on the in house payroll team, and whether they have the necessary capacity to cope with this additional workload. Officers confirmed that they were currently in the process of securing additional resource to support that team.

It was resolved unanimously to note the latest position regarding immediate detriment claims and the timetable for processing.

95. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services – Round Three Update

Members considered a report on His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of Cambridgeshire Fire and Rescue Service (CFRS) between February and August 2023. The inspection was to assess the effectiveness and efficiency of CFRS’s ability to prevent and protect the public against and respond to fires and other emergencies. They also assessed how well the Service looks after its staff.

There had been a change to HMICFRS’s scoring system, compared to the previous two inspection reports. The main change was the addition of a new grading, “Adequate”. Those areas previously ranked “Good” but with areas for improvement identified, would now be likely to be scored as “Adequate”, based on the Inspector’s professional judgement and evidence collated.

CFRS was one of the first services to be tested against new areas, which included Fire Survival Guidance. CFRS achieved one “Outstanding”, six “Good”, three “Adequate” and one “Requires Improvement” scores in the inspection. No areas were found to be “Inadequate”. All areas considered were integrated into the IRMP/CRMP plan, and some actions had already been completed before the Inspectors had finished.

The Spring 2024 assessment of Fire and Rescue Services was awaited. This would give an indication of themes coming out of first inspection rounds, and also the outcomes of the thematic review that the Home Secretary had asked to be undertaken on the handling of misconduct issues. Senior CFRS Officers had recently met the new Inspector, Lee Freeman.

Officers cautioned that whilst CFRS continued to lead the way in terms of inspection outcomes, because of the financial challenges being faced, the Service was likely to reach a point shortly where it would struggle to maintain performance.

The Chief Fire Officer observed that 83% of the comments in the inspection report were positive, and compared favourably to the performance of peer FRSs. There were five areas where promising or innovative practice had been identified, and no other Service had scored more than two. This was attributable to the hard work of Officers, whose role should be recognised. The Service received enquiries every day from other services about their work.

Members congratulated Officers on the progress made, but noted the comments made about the challenges of continuing to improve against a background of diminishing resources. The Chair commented that none of this happened by accident, but was due to the innovativeness, creativity and excellent work of the Service's Officers, and on behalf of all Fire Authority Members, she thanked everybody for their hard work.

It was resolved unanimously to note CFRS's strategic approach to respond to and address the findings identified in the latest HMICFRS report.

96. Service Operational Improvement

The Fire Authority considered a report which outlined plans to explore the opportunity to redistribute operational resources from lower risk areas of the county to higher risk areas where guaranteed appliance availability is required at weekends.

Due to the significant changes in demographics and lifestyles, the majority of stations were now crewed by whole time firefighters. All fire and rescue Services had difficulties recruiting and retaining On-Call firefighters. A one pump fire station needed 15 On-Call firefighters, each committing 80 hours a week. That level of commitment could not be met by the majority of the Service's On-Call fire stations. A particular issue was the low number of calls at these fire stations, making it difficult to recruit and retain On-Call firefighters. Additionally, the highest level of demand was during the day (8am-8pm). During the week, there were ten appliances available across the county, the rest were available through On-call. Weekends were particularly difficult, and often two appliances could not be used at weekends.

It was therefore proposed to explore moving some resources from low risk areas to providing an additional two whole time appliances at the weekend. Those appliances could then be deployed around the county on a dynamic basis. It was clear from communications with the public that there was a belief that all local fire stations operated 24/7, but in reality, especially in more rural areas, some fire stations only had enough firefighters to operate for two days per week. On-Call firefighters had to live within five minutes of the fire station, and it was proving more and more difficult to find committed people from the local community who met that criteria and were willing to commit 80 hours per week. The HMICFRS report had noted that whilst the Service consistently met its whole time availability standard, On-Call cover was diminishing. It was clarified that no decisions would be made at today's meeting.

Arising from the report, individual Members:

- expressed concern, observing that local fire stations were not just buildings, but represented people who protect lives in their communities, and swift response times were imperative. The Member suggested that this issue should have been explored in the first instance by the Overview and Scrutiny Committee or through a Member briefing. Officers commented that there were not money saving

objectives behind this proposal, but concern that resources were used as effectively as possible to provide service continuity for all residents. Whilst the Service could provide the fire station, appliance and kit, it could not provide a crew when there were not enough coming forward for these roles to operate fully. In terms of exploring this issue with Members, it was vital that the Service was open and transparent from the outset that it was exploring these issues. Many measures had been taken i.e. discussions with all staff, letters to local MPs, the Fire Minister and the Home Officer. The On-Call system was very cost effective when it worked e.g. in communities like March. At that station, a reasonable number of call outs and a sizable pool of residents meant more applications for On-Call firefighter roles than available positions were received. By contrast, Manea was a small community, with few call outs and On-Call firefighters cannot crew an appliance for more than two days a week. It was noted that the first pump to attend in Kimbolton was usually from St Neots, and similarly the first pump in Sutton was usually from Ely;

- A Member commented that ultimately, many residents were unaware of these facts, and having this discussion could be a wake-up call, resulting in a different perception and support from public. Officers commented that it would be great if people did come forward. However, this issue had been going on for more than 15 years, and the situation was getting worse. The Manea crew only attended an average of twelve incidents per year;
- Speaking as Local Member for Alconbury and Kimbolton, Councillor Gardener advised that he had been inundated with representations from concerned residents. The catchment of Kimbolton Fire Station included the boarding school at Kimbolton, and Littlehey Prison. He felt that it was a foregone conclusion that these stations would close. Councillor Gowing, Local Member for Manea Fire Station, supported these comments. Another Member pointed out that if an incident took place when the appliance at one of these stations was not crewed, the Service could be criticised for having an unused appliance at that location. It was noted that Kimbolton Fire Station was unavailable 76% of the time during the week, and 80% of the time at the weekend, and the rest of the time appliances came from St Neots. Members noted the example of Swaffham Bulbeck Fire Station, which had closed because of its lack of availability, and the offer made to On-Call firefighters of financial support if they relocated to Burwell;
- It was agreed that there would be a Member briefing on this issue. **Action required;**
- A number of Members suggested that the publicity around this report and engagement may result in more On-Call firefighters coming forward. It was also stressed that the complexity of the issues involved needed to be adequately communicated;
- A Member commented on the nebulous title of report and the way this issue had been presented to Fire Authority Members. He felt that it was not the right environment currently for these discussions, and he could not endorse the contents of the report, as per the recommendations. He agreed that this was a national problem, but pointed out that there were great on-call/volunteer models elsewhere in Europe and in the USA, and lessons should be learned from those countries. Officers commented that Peterborough already had an effective

Volunteer Fire Service, where firefighters did not get paid. Other Fire Authorities had tried paying their on-call firefighters more, but it had not worked. The key issue was people's lifestyles and their ability to commit compared to the past, and so communities that had provided on call firefighters in the past were no longer able to do so;

- A Member commented that this was clearly a national problem and it was important to communicate effectively on these issues with communities, and explain how most of these On-Call fire stations were only operational for limited hours;
- A Member suggested taking into account the Huntingdonshire District Council Local Plan Review, looking at where new developments would be, going forward. It was noted that the Service did receive development funding, but that only enabled it to maintain the status quo;
- A Member commented that whilst she would note the report, she could not endorse the content of the report. She wanted to see the feedback from communities, and also further information on some of the areas discussed, e.g. On-Call cover required compared to actual at each station, and the figures on availability of appliances at those stations, response times, etc. More information was required all round to enable a proper debate to be had.

The Chief Fire Officer reassured Members that there was not a specific timescale for this work, it would take as long as it needed to, and the views of communities would be well understood before a decision was made. The Chair thanked Members for the full and engaging debate, and commented that whilst it was a challenging discussion, it was important to have it, and she looked forward to receiving further information and options.

It was resolved unanimously to:

1. note the contents of this report;
2. note that a further report, based on findings from the review, will be presented to the Authority as and when available.

97. Appointments to Committees and Outside Bodies

Members considered an updated appointments schedule.

It was resolved unanimously to:

agree the updated schedule of appointments, as appended.

98. Minutes of the Policy and Resources Committee held 31st October 2023

The draft minutes of the Policy and Resources Committee held 31st October 2023 were noted.

98. Minutes of the Overview and Scrutiny Committee held 4th October 2023

The draft minutes of the Overview and Scrutiny Committee held 4th October 2023 were noted.

100. Exclusion of Press and Public

It was resolved that the press and public be excluded from the meeting on the grounds that the following item 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 the financial or business affairs of any particular person (including the authority holding that information)

101. St Neots Community Fire and Rescue Station – Refurbishment

The Fire Authority considered a detailed plan of the proposed improvements to St Neots Community Fire and Rescue Station.

It was resolved unanimously to approve the recommendations as set out in the report.

CHAIRS ANNOUNCEMENTS – WEDNESDAY 20 DECEMBER 2023

Firstly, I would like to thank Members and Officers for their flexibility with the reschedule of this meeting. It was important that we came together to discuss the items on what is a sizeable agenda before the end of the calendar year.

We also warmly welcome back Councillors Bond and Gowing.

OFFICIAL OPENING OF HUNTINGDON FIRE STATION AND TRAINING CENTRE BY HRH THE PRINCESS ROYAL

As many of you will be aware on 29 November 2023, HRH The Princess Royal visited the county to officially open Huntingdon Fire Station and Training Centre. HRH met colleagues and contractors involved in the build project as well as wholetime, On-Call and support colleagues who work from the fire station. During the visit, The Princess Royal was not only shown our state-of-the-art facilities but also a range of firefighter skills (a rope rescue, road traffic collision and horse rescue demonstration) before unveiling a plaque and wishing everyone well. The Lord Lieutenant for Cambridgeshire who accompanied HRH subsequently sent her thanks stating that The Princess Royal had really enjoyed her day. My thanks to everyone who played a part to make the day such a success.

SUSTAINABILITY STRATEGY

Although we will receive a full update on our strategy at the next Fire Authority meeting, I would like to take this opportunity to highlight the key points discussed at a recent Sustainability Board. The Board is led by Matthew Warren (Chair) and includes representatives from Procurement, Finance, Health and Safety, Property, Media and Communication and People teams, as well as Chief Officers. They meet to discuss progress against our strategy; how we are moving forwards and leading the way in creating a more sustainable fire and rescue service.

Single use plastics – in 2022, we used 66,000 single use plastic bottles. Our Operational Support Group has now introduced reusable water bottles to help reduce this number. Colleagues are encouraged to make use of these bottles and refill them. A limited number of single use bottles will continue to be available on stations for resilience purposes. Our fleet and equipment team are also currently looking at all cleaning supplies to see where improvements can be made and reductions in the amount of single use plastic products we use achieved.

Paperless forms - we are already reducing the amount of paper-based forms and switching to digital only. It's reduced the amount of paper used and couriered across the county and while there are still a small number of paper-based forms in use, over the coming months we will be looking at alternative options and the impact of email traffic on our carbon footprint; Microsoft 365 brings many benefits that will support us with this.

HVO Fuel - HVO is a fossil-free paraffinic diesel, meaning it can be used as a direct replacement for mineral diesel fuel. Made from certified waste materials, HVO supports the circular economy and helps to reduce net CO2 greenhouse gas emissions by up to 90%. HVO is now in use in Peterborough with crews at Dogsthorpe (excluding the rescue vehicle), Stanground, Thorney, Whittlesey, Peterborough Volunteer Fire Brigade, Yaxley and driver training using it.

As stated in the Action Log, after a Member suggestion at the last Fire Authority meeting, we are also due to begin a trial with Huntingdonshire District Council in the new year using HVO fuel.

Fleet - on top of the electric vehicles already well established in the Service, the first batch of flexi-duty hybrid cars are on order. These are a Hyundai Tucson model and by May 2024 will have replaced the current fleet of Volkswagen Passats. These will have a longer lifespan within the Service, a minimum of four years, at which point they will be reviewed. Installation of electric charging points at home locations is also being explored.

Property - lots of work is happening behind the scenes across the estate to look at sustainability including energy consumption. Fire stations now have improved roof insulation, LED lighting, more efficient heating systems, EV charging points and some have building management systems. More sustainable features such as solar panels and air source heat pumps are included in future plans. Most exciting is the refurbishment and extension planned for St Neots, that will make it the least CO2 producing premises in the Service and that is covered at Agenda Item 17 today.

Procurement - the procurement team has been working with suppliers to understand more about their sustainability models and working with some contractors to look at how we can reduce the carbon footprint. The team is also striving towards paperless processes which most suppliers are now onboard with.

MENTAL HEALTH AND WELLBEING

The mental health and wellbeing of everyone in our organisation is of paramount importance and I would like to highlight that last month the Firefighters Charity went live with their **24/7 Crisis Line**; I'm sure a lot of you have seen this already but it's too important not to mention. Available to past and present UK fire services personnel, please spread the word. More information is available at

[Getting help in a crisis - The Fire Fighters Charity](#)

FUTURE CELEBRATIONS

Next year will see the 50th anniversary of when Cambridgeshire and Isle of Ely Fire Brigade and Huntingdonshire and Peterborough County Fire Service joined together to create Cambridgeshire Fire and Rescue Service. I know Officers are looking at options to celebrate this milestone and if any Members would like to make any suggestions please do let Chris, Matthew or Jon know.

At the Fire Authority meeting dated 15 June 2023, under agenda item 6, I spoke to Members about the commercial position of REMSDAQ and the level of service received by CFRS.

Having now exchanged correspondence about this with the Managing Director of REMSDAQ, I agreed that I would issue a public statement of apology and ensure that the associated discussion was removed from the video recording of the meeting, which I can confirm it has been. The Managing Director pointed out to me that REMSDAQ have not withdrawn from the UK market and so I offer my apologies for assuming they had. It was also pointed out to me that the first line of support for the REMSDAQ contract was always meant to be our own ICT department and that this was specified in the contract between us.

Again, I apologise for saying that REMSDAQ were solely responsible for supporting our command-and-control IT platform. Cambridgeshire has enjoyed a long and fruitful partnership with REMSDAQ for over 30 years, and the IT platform has been robust and reliable throughout. I therefore hope my comments have not served to sour what has been a good working relationship and I look forward to continuing to work with REMSDAQ until such time as our partnership reaches its natural conclusion.

Fire Authority

Minutes - Action Log

This is the updated action log as at 7th February 2024 and captures the actions arising from the most recent Fire Authority meetings and updates Members on the progress on compliance in delivering the necessary actions.

MINUTES FROM THE 15 JUNE 2023 MEETING

76	Review of Integrated Risk Management Plan Performance	Assistant Chief Fire Officer (ACFO)	A Member asked for the reason behind the increase in domestic fires and also whether the increase in electric scooters and pedal cycles being charged at home was a cause for concern. Officers agreed to get a breakdown of primary fires to establish how many were domestic dwellings. It was noted that most of the increase in primary and secondary fires was due to spate conditions. E-scooters were an increasing risk nationally, specifically lithium-ion batteries on properties. A lot of work was being undertaken from a community safety perspective to raise awareness of the risks.	<p>Update 20 December 2023 Email to be sent to Members with breakdown of primary fires when data analysed (December 2023). Report on the use of lithium-ion batteries and the response by CFRS was presented to the Overview and Scrutiny Committee on 4 October 2023 (Agenda Item 8 and Minute 71 refer).</p> <p>Update 15 February 2024 An email with the breakdown of primary fires data was circulated to Members on 21 December 2023 @ 1240 hours. An updated report on the use of lithium-ion batteries and the response by CFRS is on the agenda for today's meeting.</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>
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MINUTES FROM THE 20 DECEMBER 2023 MEETING

88	Draft Community Risk Management Plan 2024 to 2029	Head of Service Transformation	A Member asked if data was available on the variation of appliance callouts throughout the day. Officers confirmed that this information was collected and it formed the background data for the CRMP. That data could be circulated to Members.	<p>Update 15 February 2024 Verbal update to be given at the meeting.</p>	<p>Extant</p>
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96	Service Operational Improvement Opportunity	Head of Operational Response and Fire Protection	It was agreed that there would be a Member briefing on this issue.	Update 15 February 2024 CPFA Member seminar scheduled for 15 February 2024. Further seminar open to all Cambridgeshire and Peterborough Councillors scheduled for 6 March 2024.	Complete
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To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer (DCEO) - Matthew Warren

Presenting officer(s): Deputy Chief Executive Officer (DCEO) - Matthew Warren
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Date: 15 February 2024

Fire Authority Budget 2024-25 and Treasury Management Strategy Statement 2024-25

1. Purpose

1.1 The purpose of this report is to present the Fire Authority budget and precept for 2024/25 and the Treasury Management Strategy Statement for the same period.

2. Recommendations

2.1 The Authority is asked to;

2.1.1 approve the budget book attached at Appendix 1, including the recommendations detailed on Page 17,

2.1.2 approve the Treasury Management Strategy Statement at Appendix 2.

3. Risk Assessment

3.1 **Economic** – the major risk is the uncertainty of pay inflation and the potential to have to make cuts to the Service to balance the budget if this significantly exceeds current assumptions.

4. Background

4.1 The Service received its draft settlement for 2024/25 in late December 2023. The draft Fire Authority budget book was presented to the Policy and Resources Committee in January 2024, seeking its endorsement, which was received. The consultation feedback will be presented to the Fire Authority at its meeting today (15 February 2024).

5. Budget Considerations

5.1 The budget has been built to include an assumed 3% pay award for all employees. The actual rate of inflation on pay will not be determined until after the budget has been set so there is a risk that this could be greater than that budgeted.

- 5.2 The detailed budget build, included on Pages 18 to 20 of the budget book, provides a line-by-line breakdown of the proposed budget, showing the current year budget and the proposed 2024/25 budget.
- 5.3 Attached at Pages 25 to 27 of the budget book are the detailed capital budgets for 2024/25.
6. Treasury Management Strategy Statement 2024/25
- 6.1 The aim of the strategy is to ensure that all Authority Members fully understand the overall long term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The Statement also gives details on our current position in terms of investments and borrowings, including treasury indicators.

Source Documents

Budget Preparation Papers 2024/25
Fire Authority and Committee Meeting Reports and Minutes – various

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CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY

BUDGET BOOK 2024/25



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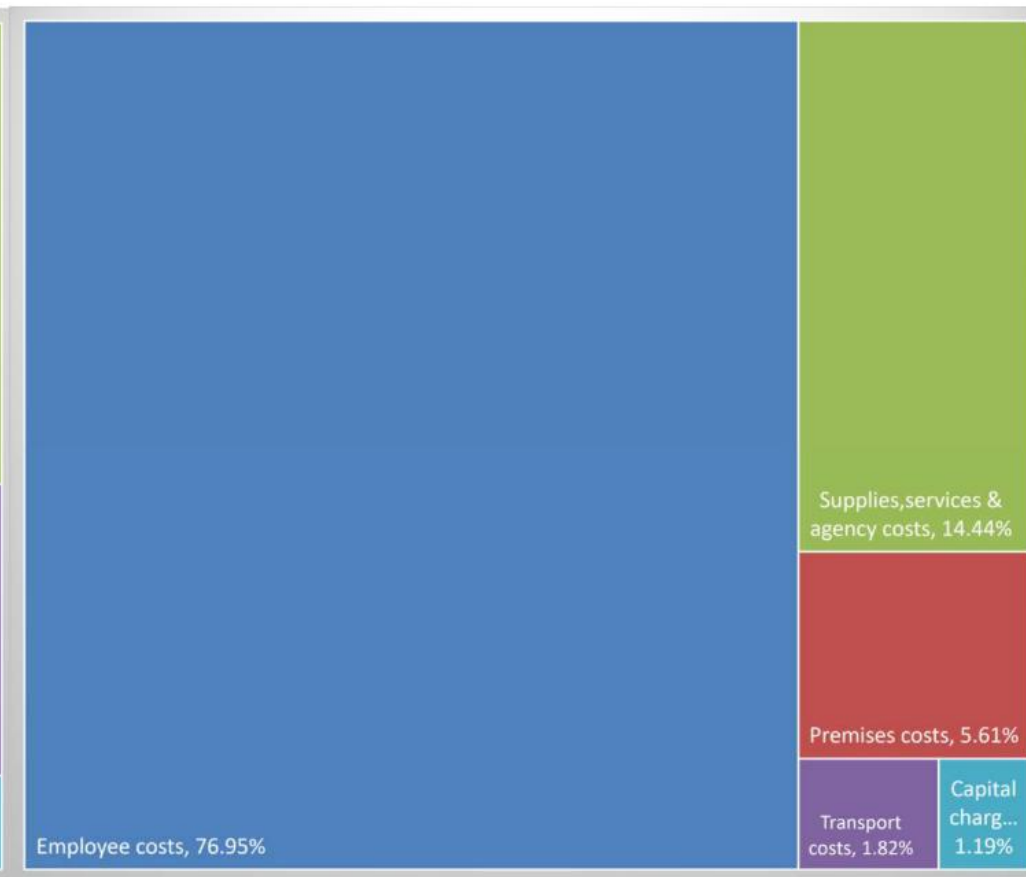


Budget Overview

Where the Fire Service's budget comes from:-



Where the Fire Service's budget is spent:-





Funding

Council Tax Precepts

The main source of funding is from Council Tax precepts making up nearly two thirds of overall funding. Recent years leading up to 2022/23, any annual increases were restricted to 2%; with the unprecedented inflation we saw during 2022/23 and continued higher inflation rates during 2023/24, this increase is now restricted to below 3%. Last year there was a one year allowable increase of up to £5.00 per household.

Cambridgeshire Fire and Rescue Service continues to operate as a lean service. To cover the significant increases in costs in 2022/23 and 2023/24, we needed to utilise the allowable increase of up to £5.00 on Council Tax precepts for 2023/24 (our increase in 2023/24 was £4.95). The impact of those increased costs is expected to continue into 2024/25 and we have increased our precepts for the year by 2.93% (£2.34) to help manage those increases. The housing growth in our region has declined slightly from 1.95% to 1.61%. The overall impact of this on funding is an additional £1,106k.

For future years we have assumed a 1.2% growth in housing year on year and a 3% increase per annum on precept per household, with inflation and pay increases expected to be around 2-5%. The annual inflation rate in the UK was at it's lowest since September 2021 in November 2023 at 3.9%, dropping from 4.6% in October 2023.

Business Rates

The baseline funding from Business Rates (Business Rates received directly from the district authorities plus the top-up from Government) has increased by £362k (5%) for 2024/25. During 2023/24 we also received S.31 NNDR Relief Grant funding totalling £1,392k (offsetting the reduction in business rates as a result of the different business rate relief schemes available), this funding is continuing into 2024/25 and is £1,520k. Due to the uncertainty of future funding we have not extended the S.31 NNDR Relief grant beyond 2024/25.

The Authority continues to participate in a local pooling arrangement with a number of local Authority's within Cambridgeshire, including Peterborough. The purpose of this arrangement means that participants benefit from local increases in business rates income, whilst having baseline protection should it fall. This Authority has seen small financial benefits resulting from this initiative over recent financial years, receiving £205k for the year 2022/23 in July 2023. This is an unknown amount until after the end of each financial year and is therefore not included in any budgetary calculations.



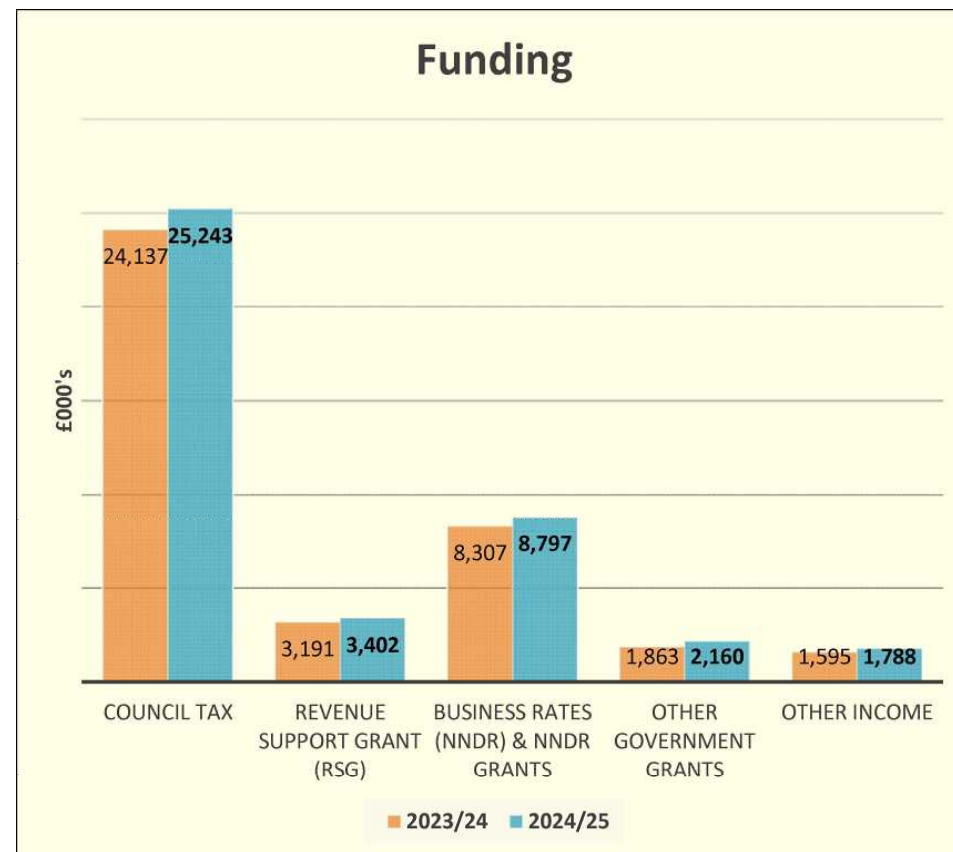


Revenue Support Grant (RSG)

The Revenue Support Grant has been increased by inflation, being £211k (6.6%), over that received in 2023/24. An inflationary increase is also expected in 2024/25, and, as such have assumed a 2% (£68k) increase, and 2% thereafter in the medium term.

Other Grant Income

The Service also receives additional specific grant income. These include grants for additional pension liability, on-going Airwave costs and funding for protection activities. These grants are all temporary and are reviewed annually by Government. For 2024/25 these are expected to total £2,160k (£1,863k in 2023/24). The main grant included here is the Pensions Liability Grant at £1,335k; this was first issued in 2019/20 as a result of the significant increase in the firefighters' employer pension contributions from an average of 16.15% to 28.9% (this grant has now been rolled-up into the RSG (for reporting purposes we have separated it out). For 2024/25 the employer contribution rate is expected to increase by an additional 8.5% but this increase will be offset by further grant funding. The future of this funding is unknown past 2024/25 but we have assumed a constant in the medium term. The services grant reduced significantly from £248k to £43k, but there has been an additional funding guarantee grant totalling £558k - these are not expected to continue in future years. Other grants are also expected to reduce slightly, reducing the overall other grant income to £1,522k by 2027/28.





Other Income

Other income is mostly income from shared services, saving costs for all parties concerned. Cambridgeshire Fire and Rescue provide the Control room function for Suffolk Fire and Rescue as well as sharing ICT support function with Bedfordshire Fire and Rescue. Suffolk Fire and Rescue have given notice on the shared Control room function which will impact the service in 2025 onwards and will mean an estimated reduction in income of about £1m.

Expenditure

The effects of inflation, bridging the gap and establishing the budget

The budgets for 2023/24 were set assuming inflationary and pay increases of 4%. With CPI still running well above this in April 2023 at 8.7%, it was expected that the 4% budgeted would not be adequate. The pay increases for 2023/24 were between 5% and 7%. The gap in the budget has been funded out of our Financial Reserves and in-year reduction in spend in other areas.

With inflation dropping and precepts set at a capped 3%, we have assumed inflation to be 3% for pay. Due to some contractual obligations, inflation for non-pay costs outturn is 5%. 2% has been applied for future years for pay and non-pay elements.

The Integrated Risk Management Plan (IRMP), renamed to Community Risk Management Plan (CRMP) is the Service's overarching strategic plan that sets out the aims and objectives for the future. The financial strategy must consider and support the delivery of these aims and actions.

As with 2023/24, we have continued with a zero-based budgeting approach for 2024/25, reviewing the individual cost drivers which make up the budget.

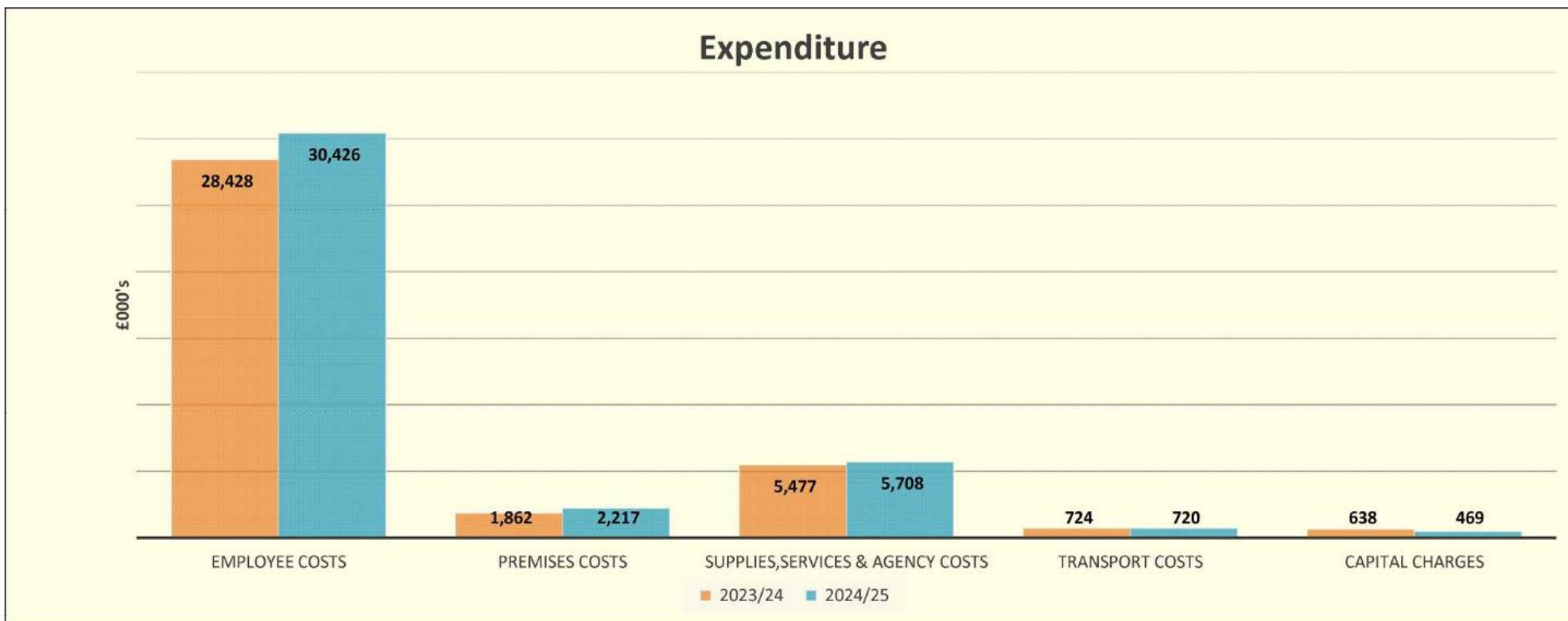
There has been an increase in professional support staff of 6 (a reduction of 7 in 2023/24), and include 3 apprentices. Total costs have increased significantly against the 2023/24 budget; this is predominately due to the additional cost of the unbudgeted pay awards, amounting to approximately £900k.





Expenditure by category

The gross budget for 2024/25 is £39.54m, compared with £37.129m for 2023/24 (uninflated), with employee costs making up 77% of the expenditure budget. A detailed breakdown is found in Appendix 1 and a summary shown in the graph below.



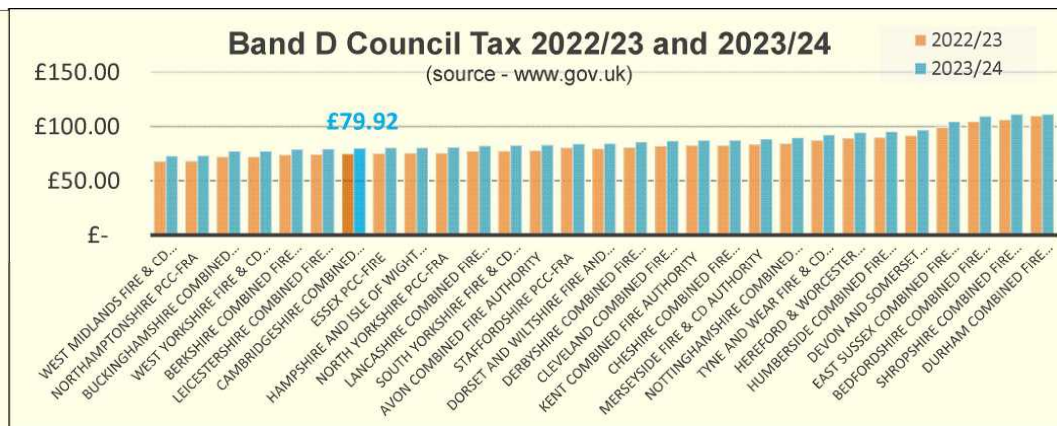


Value For Money

The increase in cost per person is coming in at 5.2% for 2024/25. The latest statistics from CIPFA and the government show Cambridgeshire Fire and Rescue as being one of the lowest in England compared with other Fire Services, being in the bottom three for 2023/24 for total expenditure per household and continues to be in the lower quartile for precept per household.

	2023/24	2024/25
Population (previous year Gov't census stats)	894,400	906,814
Net Expenditure £000's*	£ 33,919	£ 36,193
Net Cost per person per week	£ 0.73	£ 0.77
Net Cost per person per annum	£ 37.92	£ 39.91
Band D Council Tax per household	£ 79.92	£ 82.26

*expenditure less specific grants & other income



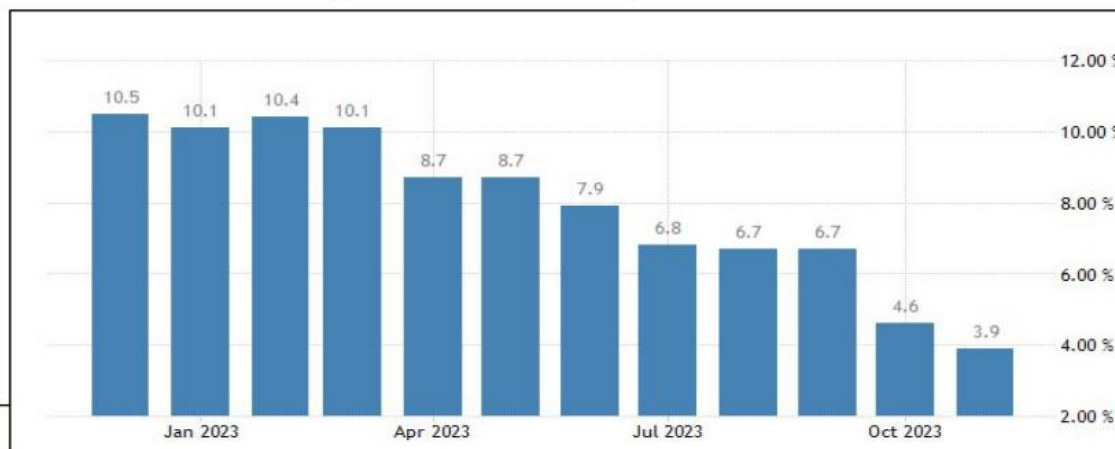


Inflation

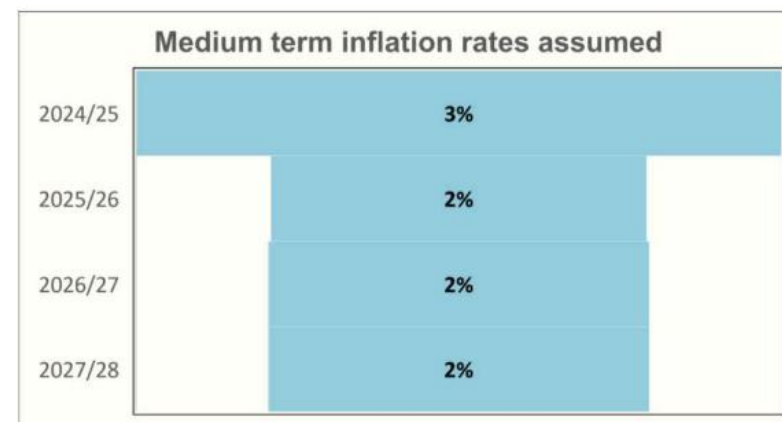
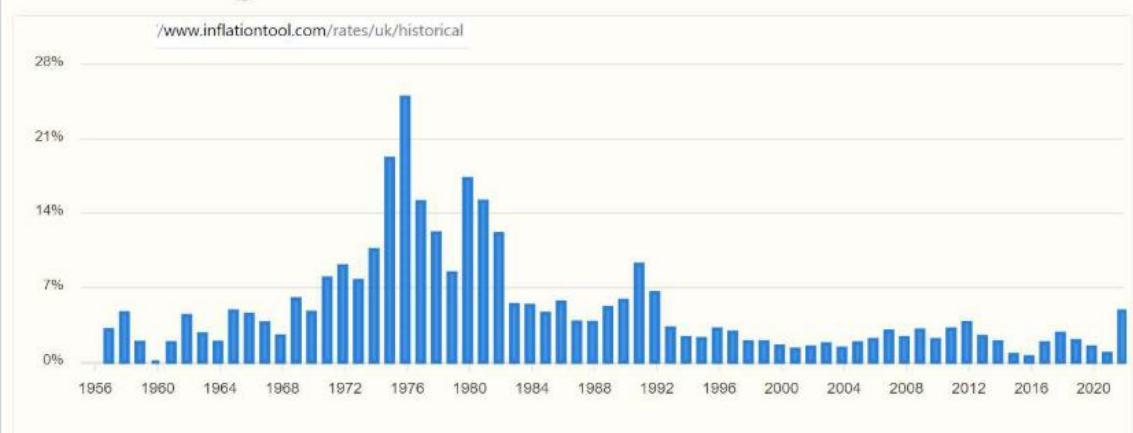
We have seen inflation running at a rate which hasn't been seen for over 20 years and had remained under 3% in the 5 years heading into 2022. The 2023/24 budget was set assuming a general inflation rate of 4%. At the time of setting last years' budget we did not expect to see overall CPI rates of 10.1% (September 2022) to continue to be as high as 8.7% in April 2023. Fortunately we are starting to see a downward trend and expect that to continue to reduce very slightly but then settle to around 3% during 2024.

United Kingdom Inflation Rate

www.gov.uk



United Kingdom Historical Inflation Rates





The cost of living pay increases for 2023/24 were budgeted at 4%. Pay negotiations between the Fire Brigades Union and the National Joint Council do not commence until after the budget has been set and can bring significant risk where the difference between budgeted pay awards and actual is vastly different. The reality for 2023/24 is the professional management support staff, operational staff and senior officers have received a 5% increase; the local government employees (LGE) support staff have received £1925 per full-time employee (5.5%-9.5% depending on payscale). These increases have been built into the base budget.

With inflation and funding still being slightly unpredictable, and funding information and pay awards being received very late or after the budgeting process, we use a sensitivity analysis to better understand any impact to those estimated. This analysis looks to provide several scenarios that consider multiple assumptions on the key factors included within the financial forecast. For example, a pay increase award of an additional 1% (i.e 4%) would cost approximately an additional £240k. With grant funding for 2025/26 unknown, particularly around the s.31 grants, there is a potential deficit of about £900k because of the additional loss of income from our Combined Control Centre, this additional 1% would nudge that to over £1100k which would be unsustainable. We continually look at and review various options of how we can reduce our costs, should we find ourselves in that position; because we have already been through a cost cutting exercise in recent years, any further cuts will have an impact on service delivery.

For 2025/26 if the s.31 grant funding is not received, a balanced budget might be able to be achieved with a precept increase for 2025/26 of 6% (£4.94), assuming 2% inflation on costs and other funding remaining constant (this is against a 3% inflation rate for 2024/25, it still shows a deficit of over £300k if a 4% pay award is applied to 2024/25).

Alternatively, if we have underestimated our funding (unexpected grant income, dividend income, services income or non-domestic rates), then that would see us in a small surplus for the year which would help fund our capital programme but would have little or no impact on future years.

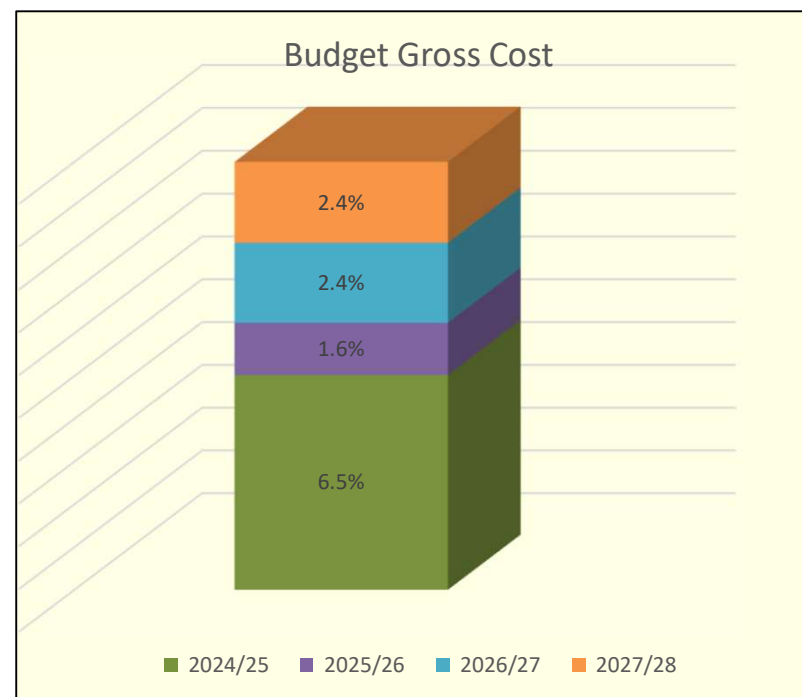
With staff costs making up 77% of the overall budget, the baseline core costs heading into 2024/25 are significantly increased. We are optimistic that rates will settle back to lower more stable rates; we have assumed pay increases of 3% going into 2024/25. For the medium term we have assume an overriding 2% inflation rate.





MEDIUM TERM BUDGET OVERVIEW	Prior Year Budget £000's	Inflation £000's	Adjustments £000's	2024/25 Budget £000's
Total Staffing Costs	28,428	780 3%	1,218	30,426
Total Supplies, Servicing and Financing costs	8,701	479 6%	(66)	9,114
Total Income before Fire Authority Precepts	(12,992)	(770) 6%	(535)	(14,297)
Net costs funded by Council Precepts	24,137	489	617	25,243
2025/26				
Total Gross Costs	39,540	781 2.0%	(155)	40,166
Net costs funded by Council Precepts	25,243	2,052	(989)	26,306
2026/27				
Total Gross Costs	40,166	804 2%	166	41,136
Net costs funded by Council Precepts	26,306	576	543	27,425
2027/28				
Total Gross Costs	41,136	823 2%	182	42,141
Net costs funded by Council Precepts	27,425	590	582	28,597

The adjustments in the table for 2024/25 are as a result of the 2023/24 increases above the percentages budgeted for staffing costs and a reduction in telecommunications and capital financing. Those for 2025/26 relate to savings or funding from reserves required to balance the budget, a result of the loss of our collaboration with Suffolk Fire and Rescue. A more detailed table including a view of the medium term budget can be found in Appendix 1.





The Budget: Capital Expenditure

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable. The revenue budget accounts for the financing costs of the schemes. The capital programme is reviewed annually by the Policy and Resources Committee. A summary of the Capital Programme and how it will be financed is shown in the table on the next page with a more detailed breakdown in Appendix 2.

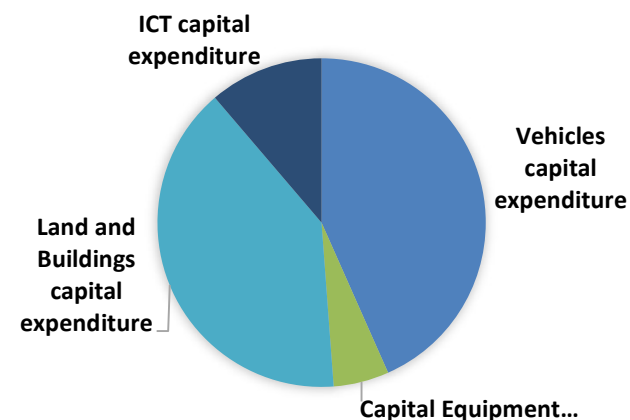
As part of our asset management plan we must now consider our sustainability strategy. During 2022/23 we consulted with The Carbon Trust to assist us with understanding and managing our carbon footprint. We continue to purchase hybrid vehicles and install electric recharging points at sites across our estate. In addition to vehicles, we are using HVO fuel which reduces our vehicle emissions by over 90%. We continue to focus on reducing our carbon footprint.



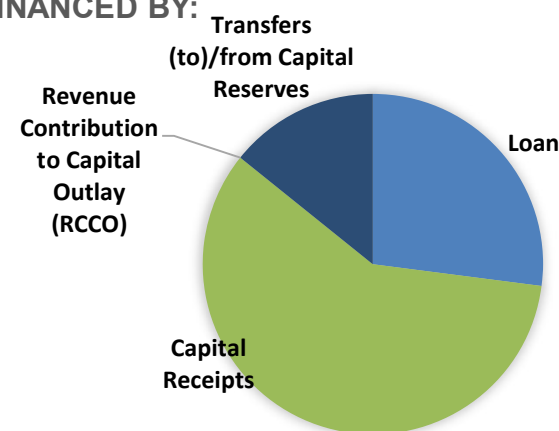


MEDIUM TERM CAPITAL PROGRAMME	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000
Emergency Fleet	964	881	899	917
Silver Fleet	895	439	785	1,171
Other	-	15	-	-
Vehicle Replacement Programme	1,859	1,335	1,684	2,088
Equipment	189	204	224	180
Property Refurbishments and Upgrades	1,969	1,940	584	595
New Land and Buildings	-	-	-	-
Property, Refurbishments & Land	1,969	1,940	584	595
Tangible Assets	374	359	372	216
Intangible Assets	-	-	159	-
IT & Communications	374	359	531	216
TOTAL CAPITAL EXPENDITURE	4,391	3,838	3,023	3,080
FINANCED BY:				
Loan	692	129	2,221	2,609
Capital Receipts	2,699	3,709	202	471
Revenue Contribution to Capital Outlay	-	-	-	-
Transfer (to)/from Reserves	1,000	-	600	-
Capital Grants	-	-	-	-
TOTAL RESOURCES	4,391	3,838	3,023	3,080

MEDIUM TERM CAPITAL PROGRAMME



FINANCED BY:





Statutory Declarations

Chief Financial Officer's Statement

Section 25 of the Local Government Act 2003 requires that an Authority's Chief Financial Officer reports to the Authority when it is considering its budget and Council tax precepts. The report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals, so that Members will have authoritative advice available to them when they make their decisions. Section 25 also requires members to have regard to the report in making their decisions.

Robustness of Estimates

The budget process has involved members, the Chief Officer Team and all budget holders within the Service. The finance team has worked closely with all budget holders in a thorough scrutiny of current and future expected costs to establish a zero-based budget, driving the focus on where funds need to be spent in the short to medium term and not on historic budgets.

The Budget Book identifies and explains all service pressures, as well as areas for savings. These pressures and savings have been incorporated into the Medium Term Financial Plan.

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. The significant risk to the Authority's budget in the short-term is pay inflation and the expected departure of Suffolk Fire and Rescue from our joint Control Room collaboration in 2025. It is anticipated that these risks can be managed in the next financial year using savings and reserves, the Authority will need to monitor this position closely throughout the forthcoming financial year. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been publicised with a press release being sent to all media outlets in Cambridgeshire. The news release was also published on the Authority's website with details of how comments on the budget proposals could be made.

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2024/25.





Adequacy of Reserves

CIPFA has published a guidance note on all Authority reserves and balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use. Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending. In recent years it added a Finance Business Continuity Reserve from revenue savings from 2021/22 and 2022/23 in anticipation of new budgetary pressures and unpredictable funding in the medium term. The Authority expects these reserves to be utilised in the medium term due to expected increased budgetary pressures.

At 31st March 2023 the Authority's usable General Reserve balance was £2.4m and £3.7m including the Finance Business Continuity Reserve. The General Reserve will be used in accordance with the Medium Term Financial Strategy. The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Pension Reserve to fund ill-health retirements above that budgeted, and a Wholetime Recruitment Reserve to allow for fluctuations in firefighter establishment figures.

The Property Development Reserve at 31st March 2023 is £nil (£5.7m at 31st March 2022), having been used to fund the new Huntingdon Fire Station and Training Centre. A further £1.4m was added to the reserve during 2023/24 relating to funds received from prior year business rates not budgeted in 2023/24; with the need to upgrade St Neots Fire Station in 2024/25 this additional income has been earmarked to help fund that upgrade. The cost of borrowing continues to be greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

The Wholetime Recruitment Reserve is £400k. This reserve is will be used ensure any fluctations in our establishment can be maintained.

The level of reserves is important, not only for the budget year but also in formulating the Medium Term Financial Strategy. The table on the next page provides a detailed estimate on how reserves will used over the medium term. In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.





Estimated General/Earmarked Reserve Breakdown 2023/24 to 2026/27

	2022/23	2023/24	2024/25	2025/26	2026/27	Narrative
	£'000	£'000	£'000	£'000	£'000	
Estimated Reserves at Start of Financial Year	11,706	4,679	6,252	6,352	4,719	
Property Development Reserve	8,350	1,400	2,032	1,032	1,032	The Property Development Reserve is earmarked to fund major property improvement and new capital schemes. The new Training Centre and Fire Station at St John's in Huntingdon became operational in January 2023. Most of this reserve was used to finance the build. Future capital expenditure is being partly financed through the expected sale of land at St Ives and the old Huntingdon Fire Station. Investing in sustainability is now a key consideration and this reserve will also support that in the medium-term.
Capital Property Improvements	(8,350)	-	(3,699)	(3,709)	(802)	
Capital Receipts		632	2,699	3,709	202	
General Reserve	2,433	2,437	4,287	3,537	1,904	This reserve will be used for expenditure that cannot be budgeted for such as spate conditions, maternity leave, unexpected cost increases, etc.
Capital Financing/Short Term Revenue Projects			(750)	(750)		
Revenue Under/overspends	4			(883)	(517)	
Finance Business Continuity Reserve	1,319	860	860	860	860	This is a new reserve generated by the underspend in 2021/22 as a result of consciously holding back on spend to help manage future budgetary pressures and expected cuts in grant income.
Operational Firefighter Reserve	400	400	400	400	400	This reserve will be used ensure any fluctuations in our establishment can be maintained.
Pension Reserve	523	523	523	523	523	This reserve is held to fund ill health retirements that are often unexpected and to fund any current funding shortfall owing to the revaluation of the Firefighter Pension Fund in addition to the uncertainty around the Matthews, McCloud and Sargent remedy cases. This will be reviewed once all claims are settled.
Estimated Reserves at Year End	4,679	6,252	6,352	4,719	3,602	
General Reserves at Year End	2,437	2,437	3,537	1,904	1,387	
Earmarked Reserves at Year end	2,242	3,815	2,815	2,815	2,215	





Proposed Recommendations

- 1 That approval is given to a Fire Authority budget (as detailed in Appendix 1) to the requirement of £35,591,539.
- 2 That approval is given to a recommended Fire Authority precept for Tax from District Authorities and Peterborough City Authority of £25,242,649.
- 3 That approval be given to 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 (306864):

Band	2023/24 Authority Tax	2024/25	Band	2023/24 Authority Tax	2024/25
A	£ 53.28 +£1.56	£54.84	E	£ 97.68 +£2.86	£100.54
B	£ 62.16 +£1.82	£63.98	F	£ 115.44 +£3.38	£118.82
C	£ 71.04 +£2.08	£73.12	G	£ 133.20 +£3.90	£137.10
D	£ 79.92 +£2.34	£82.26	H	£ 159.84 +£4.68	£164.52

- 4 That approval is given to the Capital Programme detailed in Appendix 2.





Detailed Revenue Budget by cost type

Appendix 1

2023/24 £'000		2024/25 £'000	Forecast 2025/26 £'000
	EXPENDITURE		
20,269	Firefighters and Control Room Staff	21,677	22,110
7,731	Support Staff	8,227	8,383
391	Training	486	427
38	Other Staff Costs	36	37
28,429	Employee costs	30,426	30,957
462	Repairs and Maintenance	500	510
593	Heating and Lighting	736	751
47	Cleaning Contract	38	38
760	Rents and Rates	943	969
1,862	Premises costs	2,217	2,268
58	Office Equipment and Furniture and Fitting	78	79
1,222	IT Equipment	1,449	1,484
398	Clothing and Uniform	386	393
860	Communications	1,033	1,012
403	Mutual Protection	455	464
63	Subscriptions	79	81
19	Corporate Support	19	20
76	Community Safety	76	67
54	Fire Protection Exps	70	72
178	Health and Safety	215	236
100	Members Fees	104	106





Detailed Revenue Budget by cost type, continued

Appendix 1, continued

2023/24 £'000		2024/25 £'000	Forecast 2025/26 £'000
112	Audit Fees	181	188
48	Legal Fees	56	58
419	Consultant Fees	544	566
21	Printing and Stationery	28	28
14	Postage	15	15
46	Travel and Subsistence	47	48
14	Advertising	13	13
141	Hydrants/BA Maintenance	131	134
210	Operational Equipment/Infrastructure	254	259
99	Project Delivery Costs	94	96
753	Other Supplies and Services	198	113
5,308	Supplies and Services costs	5,525	5,532
38	Car Allowances	43	44
504	Petrol, Oil and Tyres	475	485
181	Repair and Maintenance of Vehicles	202	206
723	Transport costs	720	735
144	Fire Services Charges	148	151
25	Service Level Agreements	35	36
169	Agency charges	183	187
638	Capital Financing	469	487
638	Capital charges	469	487





Detailed Revenue Budget by cost type, continued

Appendix 1, continued

2023/24		2024/25	Forecast 2025/26
£'000		£'000	£'000
-	Capital Receipts applied to Revenue	-	-
(1,028)	Control Room Recharge	(1,208)	-
(1,863)	Non NNDR Grants	(2,160)	(1,544)
(567)	Other Income	(580)	(540)
(3,458)	Total Income	(3,948)	(2,084)
33,671	Net Revenue Expenditure	35,592	38,082





MEDIUM TERM FINANCIAL PLAN 2024/25 TO 2027/28

Appendix 1, continued

Description	Prior Year Budget £000's	Inflation £000's	Adjustments £000's	2024/25 Budget £000's
Wholetime Firefighters Pay	15,142	389	783	16,314
Retained Firefighters Pay	3,267	74	6	3,347
Fire Control Pay	1,860	43	113	2,016
Management & Support Staff Pay	7,730	233	264	8,227
Training & Other Staff Related Costs	429	41	52	522
Total Staffing Costs	28,428	780	1,218	30,426
		3%		
Premises Running Costs	1,862	80	275	2,217
Insurances, Supplies and Services Costs	5,308	400	(183)	5,525
Transport Costs	724	(7)	3	720
Service Charges	169	6	8	183
Capital Financing Costs	638	-	(169)	469
Total Supplies, Servicing and Financing costs	8,701	479	(66)	9,114
		6%		
Total Costs	37,129	1,259	1,152	39,540
Shared Control Services Income	(1,028)	(104)	(76)	(1,208)
Other income	(567)	(14)	1	(580)
Non-NNDR Grants	(1,863)	(16)	(281)	(2,160)
Revenue Support Grant (RSG)	(3,191)	(211)	-	(3,402)
National Non-domestic Rates	(4,743)	(318)	57	(5,004)
S.31 NNDR Relief Grant	(1,392)	-	(128)	(1,520)
NNDR top-up Grant	(2,172)	(107)	6	(2,273)
Transfers to/(from) Reserves	1,964	-	(114)	1,850
Total Income before Fire Authority Precepts	(12,992)	(770)	(535)	(14,297)
Funded by Fire Authority Precept	24,137	489	617	25,243
Tax Base and growth (number of households)	302,011	1.61%	4,854	306,864
Band D Tax	£ 79.92	2.93%	£ 2.34	£ 82.26
Total Precept £000's	24,137	4.6%	1,106	25,243





MEDIUM TERM FINANCIAL PLAN, continued

Appendix 1, continued

	2024/25 Budget	Inflation	Adjustments	2025/26
Future Years +1	£000's	£000's	£000's	£000's
Wholetime Firefighters Pay	16,314	326	-	16,640
Retained Firefighters Pay	3,347	67	-	3,414
Fire Control Pay	2,016	40	-	2,056
Management & Support Staff Pay	8,227	165	(9)	8,383
Training & Other Staff Related Costs	522	10	(68)	464
Total Staffing Costs	30,426	608	(77)	30,957
		2%		
Premises Running Costs	2,217	44	7	2,268
Insurances, Supplies and Services Costs	5,525	111	(104)	5,532
Transport Costs	720	14	1	735
Service Charges	183	4	-	187
Capital Financing Costs	469	-	18	487
Total Supplies, Servicing and Financing costs	9,114	173	(78)	9,209
		2%		
Total Costs	39,540	781	(155)	40,166
Shared Control Services Income	(1,208)	(24)	1,232	-
Non-NNDR Grants	(2,160)	-	616	(1,544)
Other income	(580)	(12)	52	(540)
RSG	(3,402)	(68)	-	(3,470)
National Non-domestic Rates	(5,004)	(100)	-	(5,104)
NNDR top-up Grant	(2,273)	(45)	(1)	(2,319)
Transfers to/from Reserves	1,850	-	(2,733)	(883)
Total Income before Fire Authority Precepts	(14,297)	1,271	(834)	(13,860)
Funded by Fire Authority Precept	25,243	2,052	(989)	26,306
Tax Base and growth	306,864	1.22%	3,756	310,620
Band D Tax £ per house	£ 82.26	2.95%	£ 2.43	£ 84.69
Total Precept £000's	25,243	4.2%	1,063	26,306





MEDIUM TERM FINANCIAL PLAN, continued

Appendix 1, continued

Future Years +2	2025/26	Inflation	Adjustments	2026/27
	Budget £'000	£'000	£'000	Budget £'000
Wholetime Firefighters Pay	16,640	333	-	16,973
Retained Firefighters Pay	3,414	68	(1)	3,481
Fire Control Pay	2,056	41	-	2,097
Management & Support Staff Pay	8,383	168	(9)	8,542
Training & Other Staff Related Costs	464	9	65	538
Total Staffing Costs	30,957	619	55	31,631
		2%		
Premises Running Costs	2,268	45	31	2,344
Insurances, Supplies and Services Costs	5,532	111	20	5,663
Transport Costs	735	15	1	751
Service Charges	187	4	-	191
Capital Financing Costs	487	10	59	556
Total Supplies, Servicing and Financing costs	9,209	185	111	9,505
		2%		
Total Costs	40,166	804	166	41,136
Shared Control Services Income	-	-	-	-
Non-NNDR Grants	(1,544)	-	12	(1,532)
Other income	(540)	(11)	-	(551)
RSG	(3,470)	(69)	-	(3,539)
National Non-domestic Rates	(5,104)	(102)	-	(5,206)
NNDR top-up Grant	(2,319)	(46)	(1)	(2,366)
Transfers from Reserves	(883)	-	366	(517)
Total Income before Fire Authority Precepts	(13,860)	(228)	377	(13,711)
Funded by Fire Authority Precept	26,306	576	543	27,425
Tax Base and growth	310,620	1.24%	3,856	314,476
Band D Tax £ per house	£ 84.69	2.98%	£ 2.52	£ 87.21
Total Precept £000's	26,306	4.3%	1,119	27,425





MEDIUM TERM FINANCIAL PLAN, continued

Appendix 1, continued

	2026/27	Inflation	Adjustments	2027/28
	Budget £'000	£'000	£'000	Budget £'000
Future Years +3				
Wholetime Firefighters Pay	16,973	339	2	17,314
Retained Firefighters Pay	3,481	70	1	3,552
Fire Control Pay	2,097	42	-	2,139
Management & Support Staff Pay	8,542	171	(8)	8,705
Training & Other Staff Related Costs	538	11	(57)	492
Total Staffing Costs	31,631	633	(62)	32,202
		2%		
Premises Running Costs	2,344	47	(29)	2,362
Insurances, Supplies and Services Costs	5,663	113	-	5,776
Transport Costs	751	15	(2)	764
Service Charges	191	4	(1)	194
Capital Financing Costs	556	11	276	843
Total Supplies, Servicing and Financing costs	9,505	190	244	9,939
		2%		
Total Costs	41,136	823	182	42,141
Shared Control Services Income	-	-	-	-
Non-NNDR Grants	(1,532)	-	10	(1,522)
Other income	(551)	(11)	-	(562)
RSG	(3,539)	(71)	-	(3,610)
National Non-domestic Rates	(5,206)	(104)	-	(5,310)
NNDR top-up Grant	(2,366)	(47)	-	(2,413)
Transfers to/from Reserves	(517)	-	390	(127)
Total Income before Fire Authority Precepts	(13,711)	(233)	400	(13,544)
Funded by Fire Authority Precept	27,425	590	582	28,597
Tax Base and growth	314,476	1.24%	3,906	318,382
Band D Tax £ per house	£ 87.21	2.99%	£ 2.61	£ 89.82
Total Precept £000's	27,425	4.3%	1,172	28,597





DETAILED MEDIUM TERM CAPITAL PROGRAMME

Appendix 2

	2024/25		2025/26		2026/27		2027/28	
	No.	£	No.	£	No.	£	No.	£
Vehicle Replacement Programme								
Water Tender/Rescue pump	3	864,210	3	881,490	3	899,120	3	917,100
Operational support vehicle 4x4 + Nebula	2	99,310	-	-	-	-	-	-
Large Service Cars	13	536,460	1	51,410	4	194,090	15	633,710
Medium Service Cars	2	55,810	2	56,930	10	279,090	7	195,830
Small Service Cars	5	81,860	8	133,590	2	34,060	-	-
Small Vans	5	87,920	5	89,680	-	-	5	93,310
Medium Vans	5	133,380	4	107,430	-	-	8	248,440
Rescue vehicle	-	-	-	-	2	277,910	-	-
Vehicle workshop ramp	-	-	1	14,670	-	-	-	-
TOTAL VEHICLES	35	1,858,950	24	1,335,200	21	1,684,270	38	2,088,390
Capital Equipment Programme								
Holmatro Rescue Equip - Battery operated	3	76,810	3	78,340	3	79,910	3	81,510
BA Washing Machine	2	60,380	2	61,590	1	31,410	1	32,040
Dry Suits	-	-	-	-	181	67,230	-	-
PPV Fans	1	2,420	-	-	-	-	-	-
Thermal Cameras	8	33,540	8	34,210	8	34,890	8	35,590
Drones	-	-	1	13,440	-	-	1	13,990
Light Portable Pumps (link to appliance purchases)	3	15,850	3	16,170	2	10,990	3	16,820
TOTAL EQUIPMENT	17	189,000	17	203,750	195	224,430	16	179,950





DETAILED MEDIUM TERM CAPITAL PROGRAMME continued

Appendix 2, continued

		2024/25	2025/26	2026/27	2027/28
		£	£	£	£
Land and Buildings Capital Programme					
Remaining works from condition surveys	All sites	255,000	275,710	530,600	541,220
Training building	Peterborough	-	520,200	-	-
Station refurbishment & upgrade	Ely	-	728,280	-	-
Station refurbishment & welfare facilities	St Neots	1,530,000	-	-	-
Station modernisation	Thorney	30,600	-	-	-
Community safety functional building		-	364,140	-	-
Enhancement/Contingency		51,000	52,020	53,060	54,120
Contaminants Control		102,000	-	-	-
TOTAL LAND & PROPERTY CAPITAL PROGRAMME		1,968,600	1,940,350	583,660	595,340





DETAILED MEDIUM TERM CAPITAL PROGRAMME continued

Appendix 2, continued

	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
IT and Communications Capital Programme				
Essential system enhancements	-	-	159,180	-
Data Centre Refresh	63,240	182,070	-	-
Mobile Device Refresh	-	104,040	-	-
End Point Replacement	142,800	-	-	-
Asset management tablets	102,000	-	-	-
Replace station projectors/screens	-	31,210	-	-
WIFI refresh	-	41,620	371,420	-
SAN storage	66,300	-	-	216,490
TOTAL ICT CAPITAL PROGRAMME	374,340	358,940	530,600	216,490





CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY



Treasury Management Strategy Statement 2024/25





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Treasury Management Strategy Statement 2024/25

Background

The Authority is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Authority's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

"The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Reporting Requirements

Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following: -

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Authority's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.





Treasury Management Reporting

The Authority is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- **Prudential and treasury indicators and treasury strategy** (this report) - the first, and most important report is forward looking and covers: -
 - the capital plans, (including prudential indicators)
 - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time)
 - the Treasury Management Strategy (how the investments and borrowings are to be organised), including treasury indicators; and
 - an Annual Investment Strategy (the parameters on how investments are to be managed)

- **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Authority will receive quarterly update reports.

- **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Fire Authority. This role is undertaken by the Policy and Resources Committee.

Quarterly Reports

In addition to the three major reports detailed above, from 2023/24, quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to the Fire Authority but do require to be adequately scrutinised. This role is undertaken by the Policy and Resources Committee. (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.





Treasury Management Consultants

The Authority uses Link Group, Link Treasury Services Limited as its external treasury management advisors.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

The Capital Prudential Indicators 2024/25 - 2026/27

The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure and Financing

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	2023/24 Predicted £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Capital Expenditure	2998	4,391	3,838	3,023
Capital Receipts	632	2,699	3,709	202
Capital Reserves [(to)/from]	-	1,000	-	600
Capital Grants	-	-	-	-
Revenue	2366	-	-	-
Net Financing need for the year	-	692	129	2,221
		2024/25 £'000	2025/26 £'000	2026/27 £'000
Affordable borrowing limit		£'000	£'000	£'000
Total budget excl. capital financing		35,123	37,594	38,496
Total budget inc. capital		35,592	38,081	39,052
Difference		469	487	556
Band D impact		£1.53	£1.57	£1.77
Band D authority tax		£82.26	£84.69	£87.21
Band D increase		£2.34	£2.43	£2.52





The Authority's Borrowing Need (The capital financing requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Authority's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The Authority is asked to approve the CFR projections below:

	2023/24	2024/25	2025/26	2026/27
	Predicted	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Capital Financing Requirement	9720	10151	10020	11966
Movement in CFR	(261)	431	(131)	1,947
Movement in CFR represented by				
(above)	-	692	129	2,221
Less MRP/VRP and other financing	(261)	(261)	(261)	(274)
Movement in CFR	(261)	431	(131)	1,947

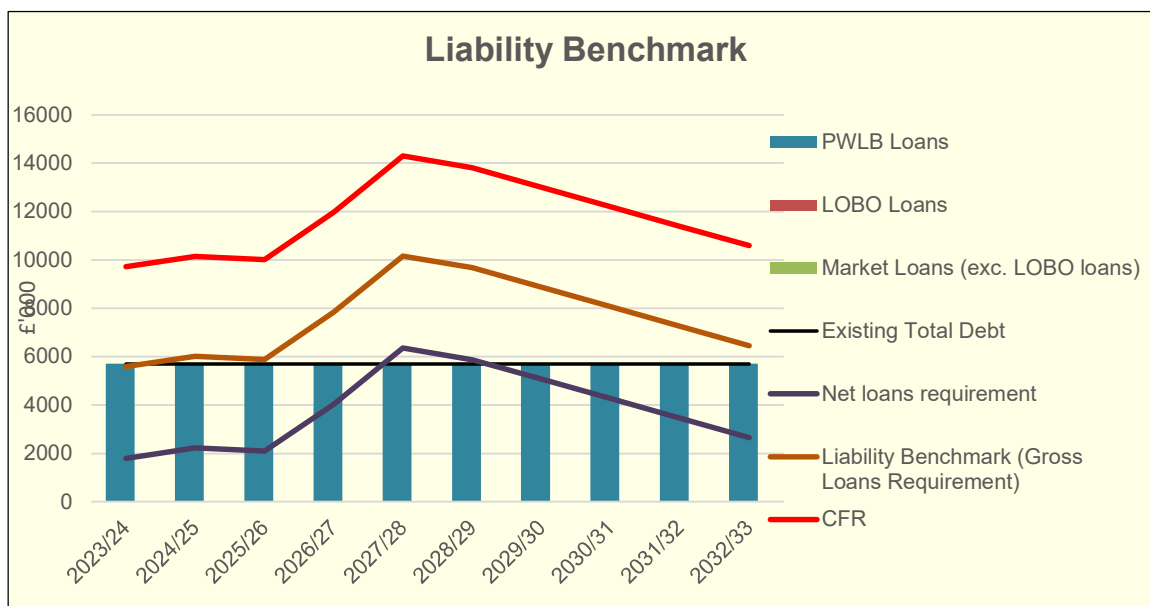
Liability Benchmark

The Authority is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

- **Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years.
- **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
- **Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
- **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.





Minimum Revenue Provision (MRP) Policy Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires Authority approval (or closest equivalent level) in advance of each financial year.

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

- **4% reducing balance (CFR method)** – MRP will be calculated as 4% of the opening

From 1 April 2008 for all unsupported borrowing the MRP policy will be:

- **Asset life method (straight line)** – MRP will be based on the estimated life of the assets

Capital expenditure incurred during 2024/25 will not be subject to an MRP charge until 2025/26, or in the year after the asset becomes operational.

The Authority will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

MRP Overpayments - Under the MRP guidance, any charges made in excess of the statutory MRP can be made, known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

No VRP payments have been made to date.





Flexible use of Capital Receipts Strategy

Purpose

This strategy sets out Cambridgeshire and Peterborough Fire and Rescue Service's

Background

In accordance with Section 15(1) of the Local Government Finance Act 2003, the Secretary of State is empowered to issue Directions allowing revenue expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.

[Guidance on flexible use of capital receipts - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

The two codes of practice issued by CIPFA:-

- 1) The Prudential Code for Capital Finance in Local Authorities
- 2) The Code of Practice on Local Authority Accounting

Qualifying Expenditure

The guidance sets out that there are a wide range of projects that could generate qualifying expenditure, but the list is not prescriptive. Local authorities cannot borrow to finance the revenue costs of service reform. They can only use capital receipts from a qualifying disposal of property, plant and equipment assets received in the years in which the flexibility is offered.

The key criteria to use when deciding whether expenditure can be funded by the capital receipts flexibility is that it is forecast to generate ongoing savings to an authorities' net service expenditure. Set up and implementation costs of any new processes or arrangements can be classified as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

Discretionary redundancy payments cannot be qualifying expenditure.

Accountability and transparency

There is a requirement to disclose the individual projects that will be funded or part funded through capital receipts flexibility. This can be satisfied as part of the annual budget setting process but can be updated during the year.

As a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility and that on a project-by-project basis details of the expected savings/service transformation are provided. The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years.





The Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis.

Details provided to the Secretary of State must include as a minimum:

- 1) the amount of planned capitalisation using the flexibility for the relevant financial year;
- 2) the purpose of the expenditure to be capitalised with a description of the associated projects;
- 3) the amount of expenditure that was capitalised using the flexibility for the prior
- 4) the efficiency savings that are directly attributable to the use of the flexibility that

CFRS's strategy for use of funds

Approval of projects and allocation of funds arising from the use of flexible capital receipts will be at the discretion of the Section 151 Officer.

Capital receipts from the sales of assets during 2024/25 will be used to help fund current and future capital expenditure, and as such, CFRS will not be utilising the flexible use of capital receipts.





Borrowing

The capital expenditure plans provide details of the service activity of the Authority. The treasury management function ensures that the Authority's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Authority's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

Current Portfolio Position

The overall treasury management portfolio as at 31.12.23 is shown below for both

	Date	Source	Principal £m	Rate Term (years)	
Fixed rate funding	08/03/2007	PWLB	1.700	4.25%	46
Fixed rate funding	01/08/2007	PWLB	1.500	4.55%	46
Fixed rate funding	15/06/2021	PWLB	2.500	1.89%	50
Gross Debt			5.700		
Total Investments			6.662		
Net Investment			0.962		

The Authority's forward projections for borrowing are summarised below. The table shows

	2023/24	2024/25	2025/26	2026/27
External Debt	£'000	£'000	£'000	£'000
Opening Debt at 1 April	5,700	5,700	6,392	6,521
New Borrowing	-	692	129	2,221
Capital Financing Requirement	9,720	10,151	10,020	11,966
Under / (over) borrowing	4,020	3,759	3,499	3,224

Within the range of prudential indicators there are several key indicators to ensure that the Authority operates its activities within well-defined limits. One of these is that the Authority needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Deputy Chief Executive reports that the Authority complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

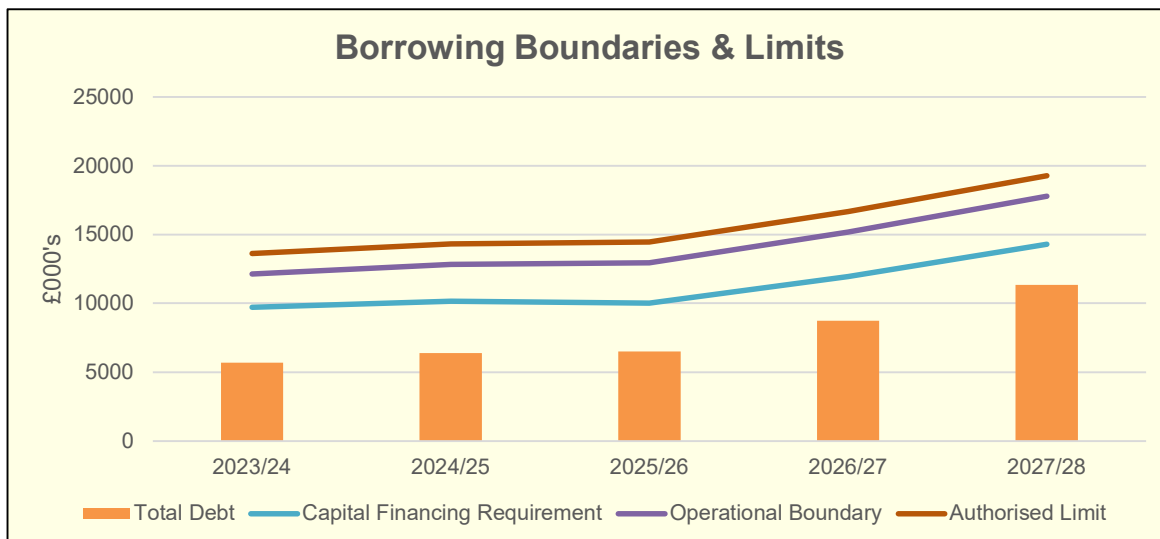




The Authorised Limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Authority. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act
- The Authority is asked to approve the following Authorised Limits:

	2024/25 £m	2025/26 £m	2026/27 £m
Capital financing requirement	10.150	10.018	11.965
Operational boundary	12.826	12.955	15.176
Authorised limit	14.326	14.455	16.676
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%



Borrowing Strategy

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate remains elevated through to the second half of 2024.

Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Deputy Chief Executive will monitor interest rates in financial markets and adopt a pragmatic approach to changing

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.





Policy on Borrowing in Advance of Need

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Rescheduling

Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

If rescheduling is to be undertaken, it will be reported to the Authority at the earliest meeting following its action.

Approved Sources of Borrowing

Finance will only be raised in accordance with the Local Government and Housing Act

Approved Sources of Borrowing:

On Balance Sheet	Fixed	Variable
PWLB	■	■
EIB (European Investment Bank)	■	■
Market (long-term)	■	■
Market (temporary)	■	■
Market (LOBOs)	■	■
Local Authorities (Council, PCC, Fire Authorities)	■	■
Local temporary (Banks/Overdraft)	■	■
Leasing (not operating leases)	■	■
Other Methods of Financing		
Government and EC		
Internal		
PFI/PPP		
Operating leases		





Annual Investment Strategy

Investment Policy - Management of Risk

The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments.

The Authority's investment policy has regard to the following: -

- DLUHC's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral
- CIPFA Treasury Management Guidance Notes 2021

The Authority's investment priorities will be security first, portfolio liquidity second and then yield (return). The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Authority's risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
- **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps (CDS)**" and overlay that information on top of the credit ratings.
- **Transaction and Lending limits**, (amounts and maturity), for each investment and counterparty will be set through applying the Investment Limit table in Appendix 2.
- Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating AA-**, The countries within the specified range are shown in Appendix 2.
- This Authority has engaged **external consultants** to provide expert advice on how to
- All investments will be denominated in **sterling**.





However, this Authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

Creditworthiness Policy

This Authority applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

- "watches" and "outlooks" from credit rating agencies;
- CDS spreads that may give early warning of changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and

- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 Year
- Red 6 months
- Green 100 days
- No Colour not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Authority uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored on a monthly basis through investment reports provided by Link Treasury Services

- if a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap (CDS) spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this

Creditworthiness

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.





Limits

Due care will be taken to consider the exposure of the Authority's total investment portfolio to non-specified investments, countries, groups and sectors.

The Authority has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA-** from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 2. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

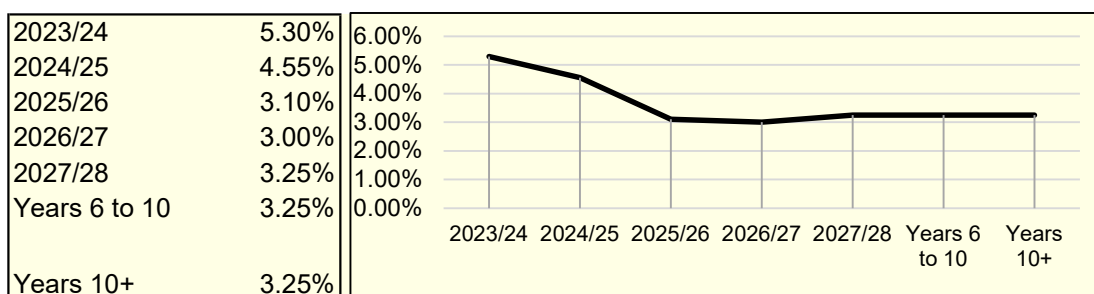
Credit and counterparty limits are detailed further in the Authority's Treasury Management

Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates i.e. rates for investments up to 12 months. Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate peaking in the second half of 2023 and possibly reducing as early as the second part of 2024 so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -



As there are so many variables at this time, caution must be exercised in respect of all

Environmental, Social & Governance (ESG) Considerations

The Authority will consider making investments that factor in ESG considerations however, investments will only be made if the investment is within the Authority's risk appetite and meets its investment criteria. ESG investments will not have any priority over any other investments with other institutions.

End of year Investment Report

At the end of the financial year, the Authority will report on its investment activity as part of its Annual Treasury Report.





Scheme of Delegation and Role of Section 151 Officer

This Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Policy and Resources Committee. The execution and administration of treasury management decisions is delegated to its Treasurer, who will act in accordance with the organisation's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.





APPENDICES

APPENDIX 1: PROSPECTS FOR INTEREST RATES

The Authority has appointed Link Group as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. Link provided the following forecasts on 08.01.24. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

Additional notes by Link on this forecast table: -

Our central forecast for interest rates was previously updated on 7 November and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. We expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and when there is a likelihood of the overall economy enduring at least a slowdown or mild recession over the coming months (although most recent GDP releases have surprised with their on-going robustness).

Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.

PWLB RATES

- The short and medium part of the gilt curve has rallied since the start of November as markets price in a quicker reduction in Bank Rate through 2024 and 2025 than held sway back then. This reflects market confidence in inflation falling back in a similar manner to that already seen in the US and the Euro-zone. At the time of writing there is c70 basis points difference between the 5 and 50 year parts of the curve.
- The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, as inflation continues to fall through 2024.

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate remains at 3% and reflects Capital Economics' research that suggests AI and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates will remain elevated for some time to come but may prove the best option whilst the market continues to factor in Bank Rate reductions for 2024 and later.





APPENDIX 2: APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

Based on lowest available rating

AAA	Australia Denmark Germany	Netherlands Norway Singapore	Sweden Switzerland
AA+	Canada	Finland	U.S.A.
AA	Abu Dhabi (UAE)		
AA-	Belgium France	Qatar	U.K.

Our Investment Limits (see Treasury management policy):

ORGANISATION	CRITERIA	MAX AMOUNT	MAX PERIOD
UK Clearing Bank and UK Building Society	A1 or P1 short term backed up by AAA or AA long term credit rating. Assets over £15,000m if not rated.	25% of available funds up to £10m per institution.	1 year
UK Clearing Bank and UK Building Society	A1 or P1 short term backed up by an A long term Credit Rating. Assets over £5,000m if not rated.	25% of available funds up to £10m per institution.	1 year
UK Clearing Bank and UK Building Society	Non-rated clearers. Assets over £1,000m	£2m	6 months
Government backed Institutions	Government Supported	25% of available funds up to £10m per institution.	1 year
Local Authorities	N/A	£2m	1 year
Non-UK bank and Institution	A1 or P1 short term backed up by AAA or AA long term credit rating.	£2m	1 year



To: Cambridgeshire and Peterborough Fire Authority

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer: Assistant Chief Fire Officer (ACFO) – Jon Anderson

Telephone: 07711 444201
jon.anderson@cambsfire.gov.uk

Date: 15 February 2024

Community Risk Management Plan 2024 to 2029

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the consultation feedback and final draft of the Community Risk Management Plan (CRMP) for 2024 to 2029.

2. Recommendation

- 2.1 The Fire Authority is asked to approve, for publication, the CRMP for 2024 to 2029 attached at Appendix 1.

3. Risk Assessment

- 3.1 **Political** - the CRMP 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 CRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its CRMP 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 **Social** - the CRMP outlines how we will deliver services to our community. It is important that we engage with our communities to shape our activities and help inform our understanding of risks.
- 3.4 **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 Government has placed a legal requirement on each fire authority to produce an easily accessible and publicly available CRMP covering a three-to-five-year time span. The plan must;

- reflect up to date risk analysis of foreseeable fire and rescue related risks that could affect Cambridgeshire,
- show how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities in a cost-effective way,
- outline service delivery outcomes and how resources are allocated to mitigate risks,
- show that the Fire Authority has a management strategy and a risk-based programme for enforcing fire safety legislation,
- show how the Fire Authority will meet the needs of the community through working with partners.

- 5.2 Our CRMP covers all the activity we are engaged in to exploit opportunities and reduce risk. The current Integrated Risk Management Plan (IRMP) 2020 to 2024 is in its final year with an action plan in place for 2023/24. Work has been conducted to build our five-year CRMP, spanning 2024 to 2029.

- 5.3 At the December 2023 Fire Authority meeting we requested permission to take the draft CRMP to formal consultation. This was agreed and the consultation has now been completed.

- 5.4 We received 22 internal responses and 42 external responses to the consultation with a separate representative body response to the consultation. The consultation closed on 31 January 2024 and we have now reviewed the feedback received and where appropriate made changes to the CRMP.

- 5.5 The consultation feedback summary is attached at Appendix 2 for information. This outlines the simple 'yes' and 'no' responses that we received. In summary most respondents, both internal and external, found the document;

- was easy to read and understand,
- included all significant risks for Cambridgeshire,
- included appropriate actions to address the identified risks and opportunities.

- 5.6 At Appendix 3 we have included individual comments made as part of the CRMP consultation where the respondent answered 'no'. Against each item we have added a formal response and made changes to the CRMP where appropriate. This information will also be published with our CRMP on our website.
- 5.7 The feedback from the consultation activities has been considered and a reviewed draft CRMP is presented to the Fire Authority for final approval.
- 5.8 Should the Fire Authority approve the CRMP we will move to preparing for publication on 1 April 2024; the current IRMP expires on 31 March 2024.

Source Documents

Draft CRMP 2024 to 2029

CRMP Consultation Feedback

Location

SHQ
Hinchingsbrooke Cottage
Huntingdon

Contact Officer

Tamsin Mirfin
tamsin.mirfin@cambsfire.gov.uk

Draft CRMP 2024-29

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The Community Risk Management Plan

The Government has placed a legal requirement on each fire authority to produce an easily accessible and publicly available Community Risk Management Plan (CRMP) covering at least a three-year time span.

The plan must:

- Reflect up to date risk analysis of all foreseeable fire and rescue related risks that could affect Cambridgeshire
- Show how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities in a cost-effective way
- Outline service delivery outcomes and how resources are allocated to mitigate risks
- Show that the Fire Authority has a management strategy and a risk-based programme for enforcing fire safety legislation
- Show how the Fire Authority will meet the needs of the community through working with partners.

As we have exited the pandemic, we have faced different challenges that continue to impact on our fire and rescue service. The ways of working have changed for many people, we have seen the war in Ukraine and the economic crisis and subsequent financial pressures hit us and our people. This means we need to continue to find ways to ensure we are using our resources in the best possible way, to maintain the quality of service we provide and further reduce the level of risk in the community, working in collaboration with other agencies where we can, to ensure we are providing best value to the public.

Our CRMP covers all the activities we are engaged in to reduce the risks associated with providing our service to the community and exploiting opportunities for continual improvement.

Our previous Integrated Risk Management Plan (IRMP) focused on exploring and delivering through collaboration. We also worked on the sustainability of our on-call service and continuing our investment in technology. We continued to share data with partner agencies to help us with identifying those most at risk from fire and other emergencies so that we can proactively engage in activities to prevent incidents occurring.

Our CRMP is a live plan, we continue to monitor our performance and delivery against our objectives and so this CRMP is the evolution of our plans, building on our previous IRMPs.

There are many interdependencies in the planning process and for this reason, we monitor progress and review the measures set out in this document to ensure the CRMP process is fully integrated into the corporate planning process.

A glossary is provided in Appendix A at the back of this document explaining some of the terms used.

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How we identify risk

Data is central to Cambridgeshire Fire and Rescue Service. We review and monitor our data to ensure that we are focusing our resources in the right way and to monitor the changes in our community that may impact or evolve the risks in our county. In 2021 the Census data was released, and this has helped us to understand the changes that our community demographic has undergone over the past 10 years.

We use data about the location and purpose of non-domestic premises to understand the risks that these and their contents may present as well as helping us to define our firefighting and emergency response plans. We consider technological and societal changes that impact on the types of emergencies that we may be called to. Community and national risk registers also help us to plan and prepare. This wealth of data and information helps us to identify risks within our community.

Since the pandemic we have invested in modelling tools and techniques to help us understand the potential impact of these risks and how we could best respond to them. During our last IRMP (2020-2024) we initiated a project to look at our operational response. The data, analysis and outputs from this project have helped us to formulate this CRMP for 2024-2029.

During the review process, we looked at everything that had changed in Cambridgeshire, from the population and the county's infrastructure, to our own services.

Using a combination of data analysis, computer modelling, professional judgement and engagement with our colleagues and the community, the risk review has resulted in a set of proposals designed to realign our resources to risk.

This risk review has enabled us to assess foreseeable risks that could hinder our progress towards our vision, whilst also allowing us to recognise opportunities that will help us get there quicker.

This document sets out the high-level areas of work. Larger pieces of work will be taken forward through our programme management process with progress monitored and managed through our Business Development Programme Board. Other work will be delivered through the responsible group and monitored at the relevant strategic delivery group, where performance will be reported quarterly to the chief officer team.

The Service compiles an Annual Report and Statement of Assurance that provides a review of the Service's delivery against the Community Risk Management Plan and our performance measures. This can be found on our website under About Us/Documents.

Our community risk management analysis and planning process is shown here.

Local Resilience Forum

In addition to our own detailed analysis of the risks facing our communities, our CRMP has paid due regard to the risk analysis process completed by the Local Resilience Forum via the National Security Risk Assessment publication to ensure that civil hazards and threats are captured.

Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) is chaired by our chief fire officer, with senior managers actively engaged in the forum. The Service has supported the development of an agreed risk profile for the local area detailed in a local community risk register and matrix, in partnership with the police, ambulance service, local authorities, primary care trusts, health organisations, Environment Agency, category two partners and the military.

You can view the CPLRF Community Risk Register on the Local Resilience Forum [website](#).

Context

Our Service

We currently operate from 27 fire stations across Cambridgeshire and Peterborough. Four are crewed 24/7 by wholetime firefighters, three are day-crewed reverting to on-call status at night, 19 are solely on-call and one is operated by the Peterborough Volunteer Fire Brigade. Our Combined Fire Control, management and professional support departments are all based at our Service Headquarters in Huntingdon.

Our current establishment is 242 wholetime firefighters (including principal officers) and 250 (full-time equivalent) on-call firefighters. The establishment in our Combined Fire Control - mobilising fire engines and specialist vehicles across Cambridgeshire, Peterborough and Suffolk - is 36. We have 138 full time equivalent employees who work in support roles across the Service in essential business functions including health and safety, recruitment, learning and organisational development, property, fleet, finance, procurement, human resources and communication.

The number and locations of our stations, our management structures and resourcing model are continually kept under review to ensure we are delivering a service that continues to be effective and efficient within the constraints of the budget we have to work with each year. We will continue to do this throughout the next CRMP period and therefore information in this document is current only at the time of writing.

We have a fleet of 33 fire engines, two rescue vehicles, two aerial appliances and a number of other specialist vehicles.

More information about our vehicles and equipment can be found on our [website](#).

The data

Cambridgeshire has a three-tiered local authority system, consisting of Cambridgeshire County Council and five district councils - Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland. Peterborough City Council is a unitary authority located in the north of Cambridgeshire.

Cambridgeshire and Peterborough are identified as areas for sustained residential and commercial development which, in addition to providing opportunities for economic growth, have the potential to impact on public service resources.

The population estimate of Cambridgeshire and Peterborough is approximately 894,500 according to the Office for National Statistics Census 2021 figures. This represents an increase of around 11 per cent from the previous census in 2011. The population is 49 per cent male and 51 per cent female, living in around 362,100 households.

Usual resident population, Census 2011 to 2021

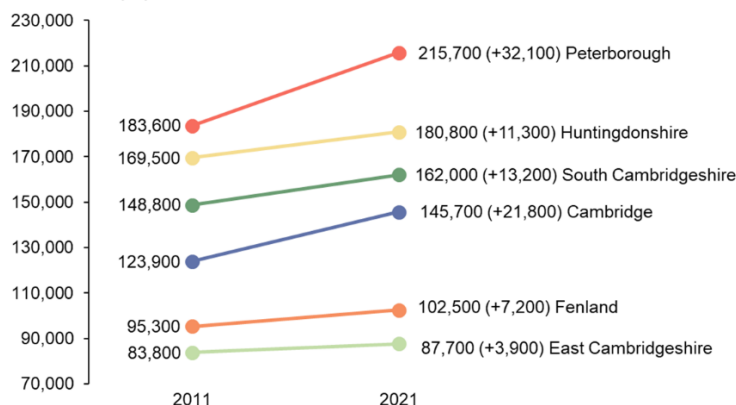


Image: cambridgeshireinsight.org.uk

The population of Cambridgeshire is ageing with the number of people aged 65 and over accounting for 18 per cent of the population (around 160,000 people), based on Office for National Statistics Census 2021 data. Those most at risk from a fatal fire in the home are vulnerable people aged 65 and over.

The social demography of Cambridgeshire varies considerably, with the cities of Peterborough and Cambridge being particularly multi-cultural and multi-racial compared with other areas of the county. For example, around 20 per cent of those living in the cities identify as non-white (Census 2021 data), with most of that population identifying as Asian. In the rest of the districts, the population is around 90 per cent white. Across the county, 16 per cent of residents are disabled under the Equality Act definition. More than 35 per cent of the population work predominantly from home.

To accommodate the expected increase in population, several new sustainable developments have emerged in recent years and continue to grow. These include the country's first eco-town Northstowe, being built just five kilometres from the city of Cambridge and Alconbury Weald just north of Huntingdon.

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.

There is predicted to be over 40,000 new homes built across Cambridgeshire and Peterborough in the next five years in major developments alone.

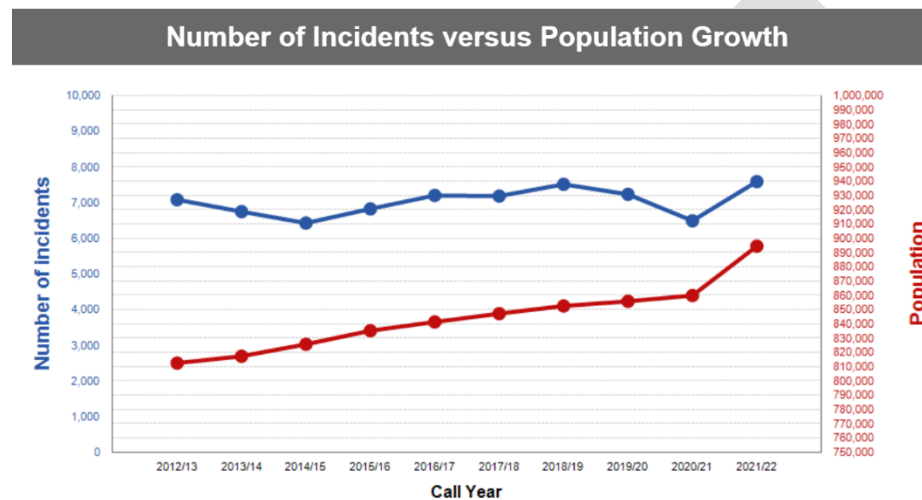


Figure 2 shows the correlation between population growth and our incident rates.

It is noticeable that to 2020/21, despite a steady increase in population, our incident rate had fallen, although the numbers have increased for 2021/22 as this also included an unprecedented summer of fires due to the prolonged hot, dry weather. It must also be noted that the COVID pandemic impacted call figures and incident data.

The reduction in calls is a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms. This success, together with the scale of financial pressures facing public sector agencies across Cambridgeshire and Peterborough, demonstrates we remain committed to working with a range of partners to provide the best possible service to our communities.

We utilise data from the local councils to look at growth within Cambridgeshire and Peterborough including domestic, commercial and infrastructure developments and how this is likely to impact upon risk within the county.

We have new legislation which names fire and rescue services as a statutory partner. The Serious Violence Duty makes councils and local services work together to share information and target interventions to prevent and reduce serious violence. We discharge our duties through prevention and protection work as well as continuing to engage in and support all community safety partnerships (CSPs) across the county. More information can be found at [Serious Violence Duty - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/serious-violence-duty)

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Our Partnerships

We work closely, daily, with our blue light colleagues in Cambridgeshire Constabulary and East of England Ambulance Service NHS Trust, as well as our colleagues in both Cambridgeshire County Council and Peterborough City Council to ensure a more efficient way of working for public sector agencies in Cambridgeshire and Peterborough.

We now share equipment and resources with Cambridgeshire Constabulary that enhances the operational capability of both services. Within Peterborough City Council, police, fire and council colleagues work side by side through the Safer Peterborough Partnership. We are active in community safety partnerships across all councils, including chairing some of these.

East of England Ambulance Service NHS Trust also share our facilities, and, in some rural areas, our frontline firefighters respond to medical emergencies.

This and future collaborations are facilitated by the Bluelight Interoperability Board chaired jointly between the deputy chief constable and assistant chief fire officer.

We also work in partnership with other fire and rescue services and have achieved shared functions that include ICT, our Combined Fire Control and shared senior operational command. These arrangements have not only improved services and resilience, but in some areas allowed the authority to make efficiency savings.

In response to the county demographics and an increasingly ageing population, we have importantly developed an efficient way of working with local authorities and agencies to deliver targeted Safe and Well visits to the most vulnerable people within our communities. These are an enhanced home fire safety visit where we conduct winter warmth checks, fall prevention support, and crime prevention, as well as fire safety. Further opportunity exists as we continue to seek out new partners that provide access to residents in this targeted group.

Financial Business continuity planning

Cambridgeshire Fire and Rescue Service has continually demonstrated proactive financial management and planning. This has included, in the past 10 years, reducing its budget by around £8 million in real terms (when inflation is applied). Despite the reduction in available finances the Service has streamlined and continued to deliver an efficient and effective fire and rescue service that looks after its people, as evidenced by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2019 and 2021.

In the previous IRMP period we faced the uncertainty of the global economic crisis, increases in energy costs, increasing inflation and nationally negotiated cost of living pay increases. These all presented substantial risks to the Service, and to mitigate this risk we completed detailed financial business continuity planning. This ensured that we could continue to deliver our service to the public within our budget.

The Service was inspected by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in early 2023, with the report and findings released in summer 2023. This found the Service to be Outstanding in 'Best use of Resources':

"The service is outstanding at making best use of its resources. It has comprehensive financial and resourcing plans aligned with strategic priorities and its sustainability strategy that are achieving value for money for the public."

The report goes on to state:

"The service is good at making sure it is affordable now and will be in the future. Its medium-term financial strategy is clearly linked to its integrated risk management plan (IRMP). It has developed good financial business continuity and efficiency plans to make sure that it can respond to changes in the financial climate."

As a Service, we are enormously proud of this achievement and our people's hard work to put these plans in place. However, the work cannot stop here, the future is still not clear. We have only received a single-year settlement for 2023/24 and we wait to hear if we will be given a longer-term settlement in the future. With many costs outside of our control such as pension changes, national pay awards above two per cent and inflation, the work to ensure our future affordability must continue. Our ability to accurately plan and budget for the coming five-year CRMP period is significantly impacted by this situation.

We will continue to focus on our financial business continuity planning and look at ways in which we can continue to adapt and streamline the Service. This is done in conjunction with our operational response project to ensure that we continue to align our resources to the risks within Cambridgeshire and Peterborough.

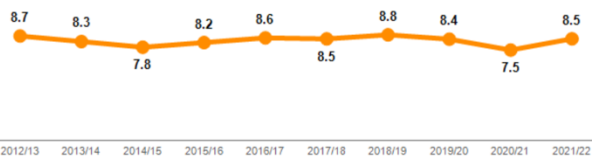
Our ability to mitigate risks and realise opportunities is directly impacted by our resourcing and the budget available to us. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans. As we gain further clarity on our future financial settlements and budget pressures, we will review our CRMP action plan and revise the timescales and scope if we need to, to ensure that our plans remain realistic and achievable.

The calls we attend

All the data used in this section, unless otherwise stated, is taken over a five-year period to February 2023.

There are two key factors that will have influenced our data. Firstly, the Covid pandemic began in January 2020 with restrictions finally being lifted across the UK in December 2021. We saw a general decrease in incidents during the pandemic due to the restrictions that people were living under. Post-pandemic we have seen an increase again to near the pre-pandemic levels as the incidents per 1,000 population shows.

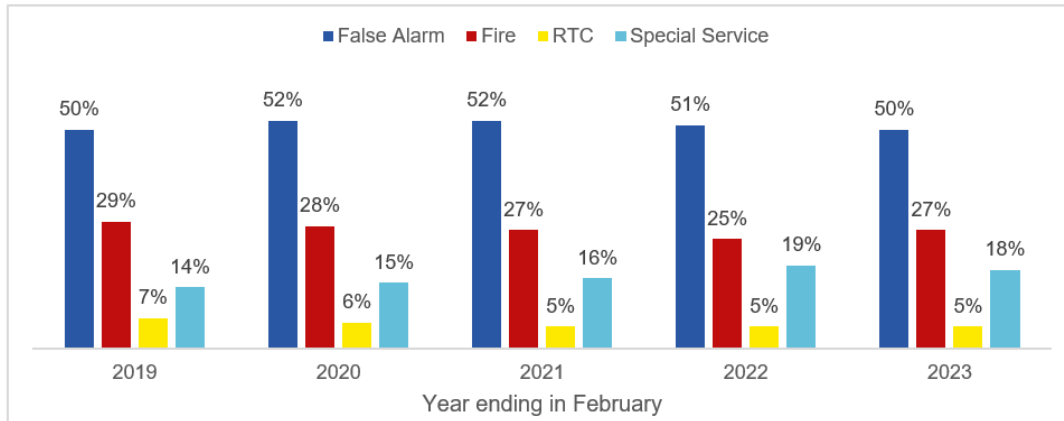
Number of Incidents per 1,000 Population



Data Source : Incidents (IRS) and Population (Office of National Statistics 2021)

Secondly, the heatwave in July and August 2022, which saw record numbers of calls coming into our Combined Fire Control and resulted in a major incident being declared. The hot weather and dry ground combined to see multiple fires across the county daily. Some days, crews were responding to double the number of incidents they would usually during this time of the year. The events of Summer 2022 will show an increase in the fires for that call year.

Main Incident Breakdown



There are four main categories of incidents that we attend - false alarms, fires, road traffic collisions and special services. The percentage distribution of these calls remains largely the same year on year, with the slight, yet consistent, increases being seen in special services.

False alarms

We break down false alarms into three further categories - automatic fire alarms, false alarms good intent and malicious false alarms. Of our total incidents, 33.1% were automatic fire alarms, 17.2% were false alarms good intent (eg a fire that was out on our arrival or a reported fire that turned out to be a controlled burn such as a bonfire) and 0.8% were malicious. We operate a call challenge procedure for automatic fire alarms and have a policy that we do not attend automatic fire alarms to most non-domestic premises between the hours of 0900-1700 Monday-Friday to ensure that we are effectively utilising our resources.

Over the border incidents

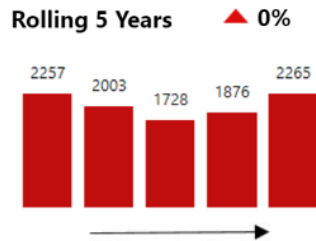
We also respond to calls in our neighbouring counties and our neighbours reciprocate the arrangement. We do this to provide the best possible service to the public. We continually monitor these attendances and those of our neighbouring counties to understand their impact to the service that we deliver.

Fire trends across the county

The figure below shows the reductions in fires that we experienced during the Covid pandemic. The numbers have since risen to be similar to pre-pandemic levels. The split between primary and secondary fires has followed the same pattern as all fires, dipping during the pandemic but now rising to similar levels to pre-pandemic times.

We have noted a decrease in the number of deliberate fires in the past two years and are conducting further work to understand the factors that may have influenced this positive trend.

Total fires 1 April 2018 – 31 March 2023



Special services

As well as attending fires, we provide other services which we define as special services. These special services are non-fire incidents that require a fire crew or an officer to attend.

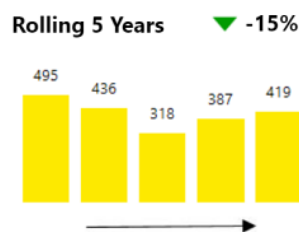
In 2018, the duty to collaborate was introduced for public sector bodies, including emergency services. It is therefore to be anticipated that since this time we have seen an increase in collaborative special services.

Over the past five years we have seen a 250% increase in assisting ambulance incidents, a 128% increase in the number of flooding related incidents and a 65% increase in the number of rescues from water.

Road Traffic Collisions (RTCS)

Overall, our five-year average is down by 15% for Road Traffic collisions. The most significant reduction was during the pandemic, but we have not seen a subsequent increase to pre-pandemic levels. This will largely be due to the changes in people's working and commuting habits following the pandemic.

Road Traffic Collisions attended 1 April 2018 - 31 March 2023



Lithium-ion

As technology advances, we have seen more technology available which utilises lithium-ion batteries. The accessibility and promotion of these technologies and products means that they are more prevalent in our communities. We have sadly experienced fires involving lithium-ion batteries and although the numbers of these are low, the impact of some of these has been devastating.

Extreme weather

The 19th July 2022 was the busiest day on record for CFRS. We sent fire engines to 139 incidents in a 24-hour period. At the peak, we used 24 appliances simultaneously whilst maintaining cover for further fire calls.

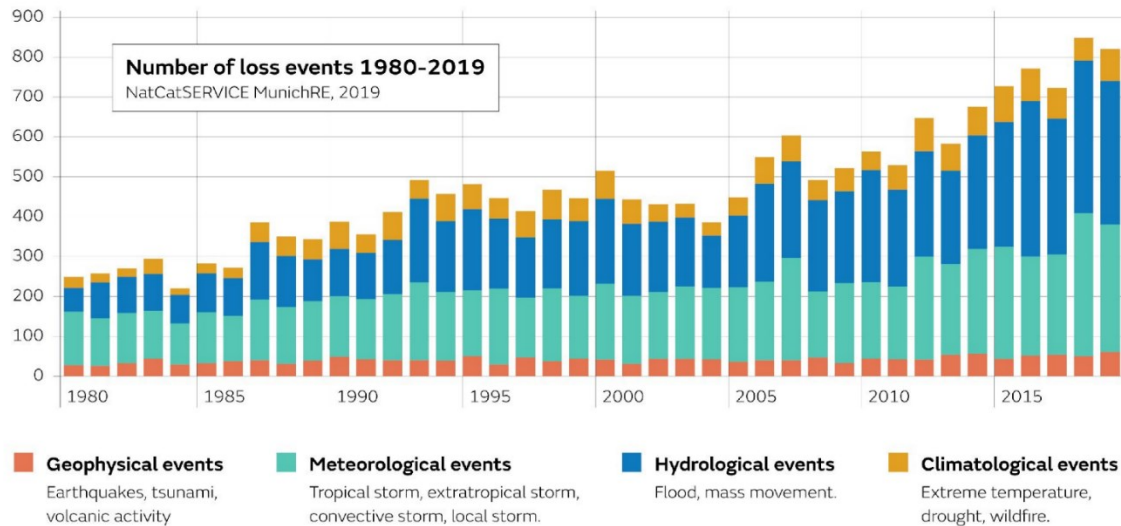
Our top 10 busiest days on record have all occurred over the last five years and all have been weather related incidents as a result of hot weather or widespread flooding.

Total number of mobilisations per day (ranked highest to lowest)

Date	Total mobilisations	Cambs fire engine total	Other FRS fire engine total
19/07/2022	139	123	16
23/12/2020	90	90	0
27/07/2018	78	69	9
11/07/2022	74	66	8
18/07/2022	74	66	8
26/07/2018	71	57	14
24/07/2022	76	67	9
08/07/2018	71	68	3
21/07/2022	68	57	11
08/09/2021	67	56	11

The Met Office highlights in their 2020 report the rise in the likelihood of extreme weather events and the frequency in which these events occur.

Met Office Are extremes becoming more frequent?



This graph from Munich RE shows events causing loss are becoming more frequent

The changing climate will have a direct impact on the volume and intensity of emergencies experienced within Cambridgeshire.

Wildfire risk

Wildfires in the UK have been increasing in frequency over recent years and they could be five times more likely to occur by 2100. This is coupled with an increased likelihood that summers such as the one we experienced in 2020 and 2022, will be every other year by 2050.

Operational response review project

The operational response review project is designed to explore risks that may impact the Service and identify opportunities to counter these risks and enhance the service provided to the people of Cambridgeshire and Peterborough.

It focuses on the effectiveness, efficiency and people within our operational environment.

Effectiveness

The project aims to challenge our current procedures and practices to understand how effective we are in responding to incidents within our community.

Efficiency

The project aims to challenge our financial expenditure and use of people and resources to identify if we can do things in a more efficient way. This will include opportunities to redistribute resources and funding to improve service delivery and to identify options to support the Service's financial contingency business continuity plan.

People

The project aims to review our current practices to further support the development of our people and to ensure that working practices are suitable for the future fire and rescue service.

The core objectives are:

Objective 1 - Review the response standard within our CRMP to ensure that all incidents are responded to based on risk. This includes how we assign resources to incident types and the speed in which we respond.

Objective 2 - Review the operational response model and identify options to deliver our response standards to the same standard with reduced budgets.

Objective 3 - Review our operational response model and identify options to improve how it meets the demands of our current and future risk profile. This includes community safety and operational risk management.

Objective 4 - Review our operational response model to identify if it can better meet the requirements of our People strategic objectives and Equality and Inclusion commitments.

The project team has completed several workstreams, these include:

- Reviewing our data leading to a revision of the definition of “most serious” incidents ensuring that we focus our resources to these

- Introducing two 4x4 off-road firefighting vehicles into the Service for summer 2023
- Financial contingency business continuity plan
- Enhancing animal rescue and water rescue provision within the county
- Implementation of an operational degradation procedure
- Adjustments to our incident command provision and introduction of evacuation boards
- Enhancements to developmental training and accessibility for continuous professional development for middle managers.

The project continues to review further adjustments to our strategic appliance planning which includes the location and quantity of fire resources, further enhancements to 4x4 provision, adjustments to crewing availability to further enhance the Service's operational degradation procedure and a review of the efficiency and effectiveness of activities undertaken by operational crews.

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HMICFRS Inspections

In July 2017, Her Majesty's Inspectorate for Constabulary's remit was extended to incorporate fire and rescue services, becoming Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services, later to become His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) in 2022.

HMICFRS looks at all fire and rescue services and assesses and reports on how efficient and effective the services are, as well as how well they look after their people. CFRS has performed well in all three of the inspections that have been undertaken. We reflect on the feedback provided by HMICFRS and use this to support our plans to deliver an efficient and effective service to the public and to ensure the safety, wellbeing and engagement of our employees.

Our latest Inspection was conducted in early 2023 and the report was published that summer. The high-level gradings are shown in the box below.

Outstanding	Good	Adequate	Requires improvement	Inadequate
Best use of resources	Understanding fire and risk	Responding to fires and emergencies	Managing performance and developing leaders	
	Preventing fire and risk	Responding to major incidents		
	Public safety through fire regulation	Right people, right skills		
	Future affordability			
	Promoting values and culture			
	Promoting fairness and diversity			

The full report can be found on the [HMICFRS website](#).

When considering our priorities and plans for this CRMP, it is important that we incorporate the findings of HMICFRS into our planning, ensuring that we continue to drive the positive practices identified and addressing the areas for improvement.

We were pleased to be recognised for three innovative practices around:

- Financial and resource planning
- Ecological sustainability strategy
- Using assessors from the local community to monitor recruitment.

The Service was also recognised for two promising practices:

- Providing facilities to support colleagues' physical fitness and health
- Improved maternity and menopause provision

Our areas for improvement included themes around:

- Ensuring our on-call employees are familiar with the risks in their areas
- Ensuring that our methods for sharing information and fire survival guidance to multiple callers are effective
- Training and developing our people and the monitoring of skills
- Recruitment and promotion processes.

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Our Vision

Our vision is an aspirational statement of where we hope to be one day.

Our vision is for safe communities where there are no preventable deaths or injuries from fire or other emergencies.

Put simply, this means we will strive to reduce risk and save lives.

To succeed in this, we need to achieve community safety and operational excellence in the most cost-effective way, putting people at the centre of everything we do – people in the community in terms of their safety and diverse needs and our own people in terms of training, development and health, safety and wellbeing.

From this we get our four strategic aims and they drive everything we do:

ADD STRATEGIC AIMS DIAGRAM

Our Strategic Aims

For each of our strategic aims we have a number of statements that describe what excellence in that area looks like to us, so we all understand what we are striving for.

People

- We have a culture that embodies our values and one team behaviours.
- We listen and engage with our people, communities and our partners to improve what we do
- We develop our people and encourage them to reach their potential
- We continually improve the service we deliver.

Community Safety Excellence

- We understand and target the risk in our communities
- We are inclusive in our approach and tailor our services to meet the needs of our diverse communities
- We work with partner agencies in a targeted, proactive and effective manner and are perceived as a key contributor to community safety
- We have a high level of success in our community safety activities and evaluate our impact.

Operational Excellence

- We have competent, confident and skilled people
- We have the right skills, equipment and resources in the right places
- We have a learning culture looking to continually improve what we do and how we do it.

Value for Money

- We actively seek collaborations
- We evaluate the impact of working practices to strive for efficiency, effectiveness and sustainability
- We continuously monitor how we are performing, sharing what we do and taking best practice from others.

Our Values

At Cambridgeshire Fire and Rescue Service we have three core values - welcome, dignity and respect - that we expect all our people to demonstrate in their behaviour to each other and to all members of the public:

- **Welcome** - we welcome people into the workplace and create an open and inclusive culture, which offers help and support.
- **Dignity** - interactions with our colleagues and communities are always in line with our one team behaviours.
- **Respect** - we respect differences in colleagues and communities and value diversity by taking into account the right for people to be themselves.

Our resources and how we use them

Response

Under the National Framework, we have a responsibility to maintain appropriate crewing levels to respond to all foreseeable fire and rescue related risks that could affect our fire authority area.

Assuring we have the right number of fire engines to meet demand, we also need the right resources to deal with what might foreseeably happen. To determine what resources we need and where, we analyse historic incident data and current and future risks. This is also set against our ability to meet our response standards (how long we take to get to an incident) of an average nine minutes in urban areas and 12 minutes in rural areas. We also aim to get to all incidents in 18 minutes on 95% of occasions.

We have recently refreshed our incident response model assumptions looking at 10 years of historic data. This analysis shows that we need to strive to have a minimum of 14 fire engines available across the county at any one time. This is based on us being able to respond to two incidents at the same time, both requiring six fire engines, with two fire engines being available elsewhere for resilience. We know this is not sustainable though in periods of high demand, which is why we are able to increase our resources to meet additional demand during these periods.

We have four wholtime (full time - permanently crewed) and three-day crewed stations (one is crewed in the day seven days a week from 9am until 6pm and two are crewed in the day five days a week Monday to Friday 9am until 6pm) to provide eight fire appliances (six at weekends). To supplement our current full-time crewing arrangements and to assist in meeting our response times, particularly in rural areas, we also have two roaming fire engines in the county which are crewed daily, seven days a week by wholtime firefighters from 8am until 6pm. Where possible, we also move our five-day crewed fire engines to strategic locations to provide flexible fire cover when the on-call fire engine is available at their home station (Ely and St Neots). On-call fire cover, together with our full-time resources, supports our drive to meet our planning assumptions for operational incidents.

In terms of location, mapping five years of historic incident data (most serious incidents – primary fires, RTCs and special services) has shown us which of our on-call fire engines we need to have available around the clock to best meet our response standards (these are in addition to the four wholtime stations, three day-crewed stations and our two roaming fire engines which are crewed by wholtime firefighters).

We have called these strategic on-call CRMP stations and they are:

- Yaxley
- Whittlesey

- March
- Chatteris
- Ramsey
- Cambourne
- Cottenham
- Soham
- Sawston

We continually review the locations that we position our roaming pumps to provide the best possible operational cover for the county balanced with our prevention and protection activities.

Protection

Due to the increasing number of non-domestic premises within the county, we prioritise resources on a risk basis. We audit all very high and high risk premises. Where necessary, we sample premises in the medium and low risk categories to ensure compliance with the Fire Safety Order. This process is delivered through our risk-based inspection programme.

An example of how this can work is our response to the Grenfell Tower fire. Following this tragedy, we reviewed our audit programme to ensure that we had put in place appropriate actions to support partners and provide reassurance and advice to residents in tall buildings across the county.

Prevention

We use data from a wide range of partners to target resources and activities to those who are most at risk of fire and other emergencies. We also work with partners to identify how we can make the most of every contact with the public and improve lives.

More information about our resources and how we use them can be found on our website in our Risk and Resource Methodology document:

[CFRS Risk and Resource Methodology- Updated 2023](#) [ADD DOCUMENT TO WEBSITE WHEN CRMP DRAFT IS PUBLISHED]

Risks and Opportunities

Our review of risks and opportunities has highlighted a number of core areas for our focus and attention.

Emerging Technologies

As technology advances and evolves so too can the risks this presents for our communities. We have tragically experienced several fires over recent years involving lithium-ion batteries. It is important that we provide our firefighters with the right skills, training and equipment to deal with fires involving lithium-ion as well as supporting wider work with the National Fire Chief Council (NFCC) to create appropriate guidance in response to fires of this type. We also work to provide appropriate safety advice and guidance to our communities on the safe use of batteries to help prevent further incidents. We must identify those most at risk from these types of fires and define the most appropriate, effective and efficient way of engaging with these groups.

Operational Response

We have been assessed by HMICFRS (2023) as outstanding at making the best use of our resources. We align our resources with our risks and our statutory responsibilities. However, there are still opportunities for us to continue with this work. We must work to ensure that we have the right resources available in the right place, with the right skills, information and equipment to respond to fires and other emergencies. Our work in the previous IRMP reviewed how we currently meet our risks and explored opportunities to continue to evolve our Service. Our communities and risks continue to evolve, and therefore so must we to ensure we are providing the best service to the public in the most cost effective and affordable way.

Diverse communities

We have been tracking predicted population data over the past 10 years to better understand our communities; however, the latest census data gives us an up-to-date picture of the changing demographic of our communities. We also see lifestyle changes post-pandemic and changes in the use of technology that may change the risks in our communities. Monitoring data about who is experiencing fires and emergencies helps us to better focus and shape our prevention and protection activities to ensure that we engage in the most appropriate manner. We have limited resources, so it is essential that we focus activities on those most at risk and ensure we measure the outcomes. We will be working to adapt our offerings and approaches to suit the needs of our communities and to ensure we provide value for money in how we engage. We found from our recent community engagement activities that there is little awareness of what we do outside of responding to fires and other emergencies and we will be working to address this in the future.

Youth Engagement

We recognise the power of positive engagement at an early stage in life. Using opportunities to engage with young people in our communities enables us to help establish risk awareness to help prevent fires and other emergencies. Not only is this important for safer communities but also for the future of the fire and rescue service in promoting what we do and career opportunities.

Developing our people

It is important that we make sure our people have the right skills to be able to do their role. It's also important for us to focus on their development for the future. We must ensure that we manage, develop and diversify our people and our talent within our Service, helping people to reach their full potential and supporting those who aspire to progress. We will be focusing our work on our development pathways and programmes, talent management and succession planning to ensure that not only do we have the right skills for today but also for leadership in the future.

Culture

Our Service has a good organisational culture that embodies our values and expected behaviours and we put people at the centre of everything we do as demonstrated by our HMICFRS feedback and our employee engagement survey's. We know we cannot be complacent though; the recent London Fire Brigade Culture Review, the HMICFRS Culture Spotlight report and other events in the media show us that it is essential this continues to be a priority. It is important to us that our people feel valued and engaged in what we do. We use engagement and culture surveys, commissioned with external organisations to ensure it is unbiased, to help us understand how our people feel about working for the Service. We measure our culture through these surveys and other listening channels and metrics. Our recent survey, conducted in 2022, showed that we had improved employee engagement and that colleagues were proud to work for CFRS. It also showed us further areas that we could improve on, for example improving our system for recording training, facilitating more opportunities for colleagues across different areas of the Service to engage with each other and showing greater transparency with recruitment processes. We will look at these, along with the recommendations from HMICFRS and NFCC, to continue to maintain and improve our positive and inclusive organisational culture.

Technology

As with many organisations, we rely heavily on technology. We are a data-driven organisation, so we collect, process and share data across our organisation and with others. We use technology to deliver efficiencies and reduce administration activities where we can. Not only this, but our most important technology is how we receive emergency calls, mobilise fire engines and communicate with fire crews and officers across the county. We must protect our data and our systems and to do this we continue to invest in our technology. It is an ongoing journey to keep our systems and

infrastructure up to date, protected from cyber attacks, ensuring value and efficiency, resilient communication links and enabling remote working.

Sustainability

We're on a mission to create a more sustainable and environmentally friendly fire and rescue service.

Our sustainability strategy covers five key themes – people, transport, property, off-setting and procurement. It includes things like investing in and moving towards electric or hybrid vehicles, investing in our estates and trialling HVO fuel, and our objective is to be carbon neutral by 2030. This is an extremely challenging target. We have already created our baseline, understanding our Service's carbon footprint, and we will use this to measure our progress and review our plans. This is a topic that cuts across all areas of our Service.

So, what do we do now?

Our review of risks and opportunities has identified a number of key areas for consideration that could impact our ability to achieve, or assist us to achieve, our vision and strategic aims.

This work has resulted in the creation of an action plan for the next five years. The action plan is split under our four strategic aims – people, operational excellence, community safety excellence and value for money - and will be managed by these strategic delivery groups. The action plan is detailed in the next section.

Our action plan

People

People are at the centre of everything we do, both our colleagues and those in our communities who we seek to protect and assist. Some People related objectives therefore cut across other strategic aim areas. Therefore, to avoid duplication, our commitment to the people in our communities and our action plan for our work in this area over the next five years is addressed in the Community Safety Excellence section (see page xxx). In addition, the operational training and development of our people is considered in the Operational Excellence section (see page xxx).

We aim to have a culture that embodies our values and behaviours. We will listen and engage with our people and develop and encourage them to reach their potential. By doing this we will continue to improve the service we deliver.

Through our review of risks and opportunities we have identified the following areas of strategic focus under People. We will continue to:

- Maintain and improve our positive and inclusive organisational culture and employee engagement and make us an employer of choice. This includes communication and facilitating more opportunities for colleagues from across different areas of the Service to engage with each other.
- Review how we manage, develop and diversify our people and our talent from within our Service, helping people to reach their full potential and supporting those who aspire to progress as leaders. This includes development pathways and programmes, talent management and succession planning.
- Review our processes for recruitment and progression, including our community engagement activity, to ensure they are accessible to people from a range of backgrounds and that they enable us to improve diversity over time, to greater reflect the communities we serve.
- Review our mechanisms for the management of safeguarding to protect our people and communities.
- Review our processes and means for supporting the health and wellbeing of our people.

Community Safety Excellence

Community safety excellence will focus on meeting the diverse needs of our growing communities. To do this we will continue to strengthen our partnerships with other agencies and the voluntary sector. We will also ensure our resources are coordinated and targeted at those most in need. Our community safety activities will be evaluated regularly to ensure we are being effective in keeping people in our communities safe.

Through our review of risk and opportunity we have identified the following areas to further improve our community safety and fire protection activities:

- Greater collaboration with health, social care and other partners to improve the ways in which we identify and meet the needs of those most at risk of fire.
- Continue to develop our Fire Break programme to help vulnerable young people become resilient and valuable members of their communities. Explore other early intervention opportunities to positively influence children and younger people and keep them safe from harm.
- Continue to work with central government, the NFCC and local partners to educate communities and responsible persons on the growing risk of emerging technologies, primarily lithium-ion batteries.
- Continue to work with partners from the road and water safety partnerships to reduce the number of people killed or injured on our roads and waterways.
- Ensure effective evaluation focuses our community safety and fire protection activity to keep our communities safe and bring together expertise from across the Service to reduce risk to people, places and events, continuing to build long-term relationships with our diverse communities
- Continued work with our partners to protect and safeguard the most vulnerable in our communities and the most high-risk premises.

Operational Excellence

Operational excellence will be achieved through a confident, skilled workforce, equipped to deliver the best possible service to our communities. We will continually review our resources to ensure we are able to competently deal with the range of emergencies we are called to. We will take every opportunity to learn from what we do to provide an even better service in the future and continue to mitigate the risk of rapid growth across the county.

A review of our risk and opportunities has identified the following areas to further improve our operational response:

- Work to align operational resources and skills (wholetime, on-call and fire control) to our risk and demand, understanding how we respond to incidents and the number of resources required to safely resolve them, and to ensure that we are maximising our productivity and efficiency.
- Continue to improve the collection and provision of risk data about identified premises, increasing knowledge of local risks and ensuring appropriate operational risk information is available for colleagues when responding to incidents.
- Continue our ongoing work to ensure our emergency vehicles and equipment meet our identified emerging risks.
- Continue to align Service procedures with national operational guidance to improve firefighter safety and our ability to work with other fire services, ensuring appropriate business continuity arrangements are in place for contingency situations.
- Review current arrangements for operational training and recording to ensure they meet the needs of operational colleagues and our identified emerging risks such as emerging technologies and extreme weather.
- Develop further assurance across all operational areas to achieve a high level of performance and support the continued development of our people ensuring we continue to learn from what we do.

Value for Money

Since 2010, we have been delivering financial savings to meet the Government's Comprehensive Spending Review (CSR) financial cuts. In our previous IRMP 2020-2024 we delivered further reductions and put in place detailed financial business continuity plans. During our CRMP for 2024-29, we will ensure these financial business continuity plans are updated annually so we are prepared for any future reduction in budget. The Authority recognises that ensuring value for money is an ongoing priority and we will continue to evaluate and evolve our activities so we can deliver the best possible value to our communities.

Through the review of risk and opportunity we have identified the following areas to further improve our value for money:

- Continue to update and enhance our mobilising systems, data, processes and procedures.
- Collaboration with other partner agencies, including a rationalisation and sharing of estates as well as looking for joined up working practices.
- Deliver efficient and effective working through existing and new technology, looking at how we can automate activities, enable greater mobile working and improve communication and engagement.
- Ensure our technology infrastructure and systems are robust and fit for our purposes, reducing the risk of cyber-attacks and ensuring our software is maintained and provides value for money.
- Delivery of the Service's sustainability strategies and plans.
- Continual review of our commercial arrangements for our equipment provision and maintenance to ensure these are appropriate and meet our requirements for now and for the future.
- Carry out scenario planning for potential future budgetary constraints and new financial burdens and seek appropriate opportunities to create revenue streams across the Service.

Our Performance measures

In relation to the plans we set out in this document, we will be monitoring, reporting and publishing our performance against the following performance measures:

- We will respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas, for the first fire engine in attendance.
- 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 definition of most serious incidents is those that pose risk to life and the highest risk to property - we class these as category 1 and category 2 incidents.

We have outlined a number of areas that we are going to focus on through our action plan. To help us deliver against these we will be monitoring the following areas to ensure that we are making effective decisions about the targeting of our resources and activities:

- The number of primary and secondary fires
- The number of associated deaths and injuries from fire
- The number of people killed and seriously injured on our roads
- The number and type of special services that we attend
- The number of Home Fire Safety Visits (HFSV) against our target groups.

As well as looking at the numbers of fires, RTCs and other incidents, we also look at trends and seek to understand the underlying causes or factors that we are able to influence to reduce numbers.

We will be working to support businesses to ensure compliance with the Fire Safety Order and we will monitor this by tracking delivery against our Risk based audit programme, particularly:

- The number of high-risk premises within Cambridgeshire
- Achievement of planned inspections of our high-risk premises
- The county compliance rates with our inspections and actions taken to ensure compliance

We measure our work towards people excellence by looking at:

- Employee engagement and culture surveys and metrics
- The number of safeguarding referrals made both internally and externally
- Percentage of employees who have a valid (and at the appropriate level) DBS check

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

- Spend against profiled budget
- Sustainability measures –
 - Offsetting of carbon footprint
 - Waste reduction - amounts that we send to land fills
 - Single use plastic usage

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Consultation and engagement

As a fire and rescue service we have several important stakeholders – different groups of people with an interest in our Service. Among others, our stakeholders include:

- Employees
- Members of the public
- Business owners
- Local councillors and politicians
- Unions and representative bodies

Members of the public can be broken down into different sub-stakeholder groups that will depend on the situation, but examples could include residents living in a particular area, seldom heard groups, those at most risk of a fire, those living in particular accommodation types etc.

Stakeholder groups are important to us when we need to target specific people in the community, for example, home fire safety visits for those aged over 65 as this is the age group where we have seen most deaths or serious injuries from fires in the home historically. We also identify stakeholder groups when there is an issue or topic we wish to seek feedback on. We do this through consultation and engagement.

We generally carry out a consultation when the feedback we receive will be used to help with the decision-making process for something. Other times we will involve different stakeholders through an engagement exercise. Although similar to a consultation process, the outcomes of any questions we ask will not necessarily help inform the final decision, but will help us understand perceptions, views and consider the impact on different people so we can put in place mitigations or approach our communication in a particular way.

We make the intended outcome clear at the start of each process and always try and achieve responses from a diverse and representative mix of the community.

How we consult or engage communities and stakeholders on proposals or topics will vary depending on the nature of what we are seeking to do. With the increased use of technology and social media, online channels enable us to seek views effectively and efficiently, however we accept that there will be some demographics who are less likely to engage with social media and therefore some form of written and printed consultation may also be required.

The choice and form of consultation and engagement we adopt will depend on the issues under consideration, who needs to be considered and the available time and resources we have to complete the exercise. Where a shorter timeframe is appropriate, we will provide a clear rationale.

To achieve this, we adopt the following principles to our consultations:

- We will undertake a stakeholder impact assessment when considering an initiative and identify those groups affected.
- We will design a consultation/engagement plan specifically for the proposal, which is proportionate and targeted.
- We will make clear the nature of the consultation or engagement.
- The time frame for consultation and engagement exercises will depend on the nature and impact of the proposal.

Previous consultation and engagement exercises have included:

- Our response times and the performance measures we set for them.
- Perceptions of firefighters being called to medical emergencies (co-responding).
- Firefighting as a career choice for under-represented groups.
- Using crews of three for on-call fire engines when only three firefighters are available.
- Moving the Papworth fire engine to Cambourne.

Engagement with stakeholders for this CRMP

In order to understand the views of people in our communities about local risk to inform our new CRMP, we devised a questionnaire and publicised it far and wide across the county utilising partner agency and community contacts, social media, a news release, posters in libraries and leaflets that were handed out at community events including Cambridge and Ely Pride.

The questions focused on people's expectations of the fire service and their thoughts on risk, including:

- Expectations of response times for different incident types
- Perception of different risks
- Fires in the home
- Preventing fires
- The services we offer
- Perceptions of our Service

We received just over 1,000 responses to the survey with a good demographic mix compared to the 2021 census data for gender, age, sex and disability. Ethnicity and religion were just below the community representative percentages. We thank everyone who took the time to give us their thoughts. The outcomes from the survey were analysed and fed into the relevant aspects of this plan. Feedback that was more service delivery level has been shared with the most appropriate department to consider and factor into their plans where relevant – for example, how to find and reach those most vulnerable from fires in our communities and additional communication channels for sharing Service news and information about the services we offer.

Headlines from the survey included:

- People had different expectations of how long it should take for a fire engine to arrive for different incident scenarios. Incidents with a higher risk to life or property had an expectation of a quicker response – 0-20 minutes (5-10 mins most popular). For incidents with less risk such as an animal rescue, person stuck, flooding or a bin fire the range changed with anything from 0-30 mins to not responding at all.
- 77% of respondents agreed that the fire service should prioritise calls.
- 67% of respondents would like to see more regular information on how we meet our response times. We review this information on a quarterly basis and will make this available externally too (we currently report this in a paper to Fire Authority which is a publicly available document, but we can make this information more accessible on our website and social media channels).
- Around 80% of respondents agreed we should start timing how long it takes for a fire appliance to arrive either after the location and details had been given to the 999 call handler, or once the call had ended.
- An electrical fault with an appliance or charger was believed to be the greatest risk of fire in the home. This was the same across all age groups with the exception of under 19s who believed cooking was the greatest risk of fire in the home. The reality is 32.3% of accidental fires in the home were caused by cooking and 18.5% by an electrical fault.
- Around 15% of respondents said they would not know what to do if a fire broke out in their home. This was slightly higher for respondents also citing a disability.
- The risks in the community that were of most concern to people were RTCs, house fires and the local fire crew not being available. Of least concern was civil unrest, pollution/hazardous materials, pandemics, flooding from rivers, weather and prolonged power cuts.
- Only 49% of people have a good knowledge of fire safety procedures in their place of work. 28.5% had some knowledge.
- When asked about the barriers that prevented people from accessing our services, 28.7% said that they do not know what services may benefit them and 12.9% said the accessibility of information prevented them from knowing what services we offer that could help them. Language barriers was higher for residents in East Cambs, Cambridge City and Fenland. This is something we will look to address.

An internal engagement exercise was also carried out to ensure all employees were able to contribute to this CRMP before it was drafted.

Glossary

Appliances - the general term used to describe all firefighting vehicles, including the standard fire engine or pumping appliance (see pumping appliances).

Automatic fire alarms (AFA) - an emergency call automatically generated by remote monitoring equipment in non-domestic premises.

Community safety - the range of activities undertaken by the fire service, often in conjunction with partner agencies, to reduce harm to the public.

Day-crewed - a fire station that is crewed by wholetime firefighters in daytime hours and reverts to on-call status at night.

Fire Safety Order (FSO) - the fire safety legislation which the Authority has a duty to enforce.

HMICFRS - His Majesty's Inspectorate of Constabulary and Fire and Rescue Services are the government appointed inspectorate for fire and rescue services. They inspect each fire service approximately every two years.

CRMP - Community Risk Management Plan

Home Fire Safety Visits (HFSVs)- visits by firefighters or other trained employees, often including free smoke alarm fitting and other home safety and wellbeing advice. They can be arranged on request or by referral from other agencies.

Primary fires - fires in buildings, vehicles and outdoor structures, or any fire involving casualties, rescues, or fires attended by five or more fire engines.

Pumping appliances - a fire appliance with the capacity to pump water for firefighting.

On-call duty system - firefighters recruited to be available on-call close to their local fire station for a certain minimum number of hours per week, plus regular training. They carry an alerter to call them to the fire station when an incident happens in their area. They are paid a retainer plus a call-out fee for incidents attended. The on-call service is more widely used in rural areas. Many have other full-time employment or a lifestyle that enables them to commit a certain number of hours per week to be on-call.

Roaming pumps or appliances - roaming pumps are fire engines that are crewed by wholetime firefighters to cover on-call areas when the on-call fire engine is not available.

Secondary fires - most outdoor fires, including grassland and refuse fires, unless they involve casualties or rescues, property loss or four or more fire engines attend.

Similar services - a group of 11 fire and rescue services, similar in size and make up. Our family group is Bedfordshire and Luton, Berkshire, Buckinghamshire, Cambridgeshire, Durham, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Suffolk and West Sussex.

Wholetime - full-time firefighters.

Appendix B – Resilience

Local Resilience Forums

The Civil Contingencies Act, (2004), requires all category one responders to undertake joint risk assessments, planning, training and exercising to ensure their emergency plans are current, comprehensive and that they will work in the event that an emergency occurs. The Act also requires consultation between category one (eg emergency services, local authorities, environment agency and health providers) and category two (eg utilities and transport services) agencies.

The Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) exists to ensure that the duties under the act are fulfilled. The CPLRF is chaired by the Chief Fire Officer, with the wider Service represented at all levels, helping to ensure that all duties are met and that the CPLRF continues to develop and improve in effectiveness and efficiencies.

The CPLRF has developed a local Community Risk Register. The risks identified as relevant to us are considered as part of our CRMP process. These are reviewed regularly. For the most up to date highest rated risks, please see the website for the local resilience forum www.cpprepared.org.uk

We have developed contingency plans to deal with these situations as well as the larger risk sites covered by the Control of Major Accident Hazard (COMAH) regulations, undertaking regular exercises and assessments in preparation for emergencies.

We continue to take a lead role and support the CPLRF to provide the public with the best capability in dealing with an emergency requiring a multi-agency response. The CPLRF is a valuable forum in ensuring any learning points arising from incidents and exercises are satisfactorily covered in future planning.

National Resilience

The National Resilience Programme was introduced in 2003 to strengthen the ability of the country to respond to emergencies and crises. The national resilience assets are owned by the fire and rescue services which host them. Servicing of the vehicles and procurement of equipment for them is managed centrally.

The National Resilience Programme enhances the capability and capacity of the fire and rescue service to respond to a range of incidents as well as a national coordination facility.

The programme delivers:

- Mass decontamination
- Urban search and rescue
- High volume pumping capacity
- Operational logistics and support

- Long term capability management.

We operate one specialist vehicle – a high volume pump – which is available to the National Resilience Programme and for use within Cambridgeshire.

The High Volume Pump, (HVP), is crewed by on-call firefighters and is used to pump large quantities of water at an incident, or to move large quantities of water away from an area, such as in flood situations. The pump is capable of pumping 7,000 litres of water per minute with three kilometres of high capacity hose which is laid using a specially designed hose-laying unit.

We also jointly manage a second vehicle – a Detection, Identification and Monitoring (DIM) vehicle - for the Eastern Region. The DIM vehicle is available for deployment 24/7 for a major incident, involving chemical, biological, radiological, nuclear and explosive (CBRNe) materials within or outside the region. This vehicle is operated by Essex Fire and Rescue Service, with the specialist officers who operate the equipment provided by both Cambridgeshire and Essex fire services.

Other specialist units provided under the National Resilience Programme are available to us through the national co-ordination centre should we need them.

Appendix C – Knowing our communities

Only by knowing the people that live and work in Cambridgeshire and Peterborough will we be able to provide an appropriate and quality service that meets the needs of the county's different communities. A number of complex characteristics contribute to the risk of being affected by fire or to being able to access services. We have focused on those characteristics protected by the Equality Act 2010 and outline below the areas where there are known inequalities in health, safety and wellbeing outcomes.

Through the knowledge and information we have on our communities, we can effectively target our community safety work and community engagement to mitigate risks that our diverse communities may face. We use incident data to prioritise these risks.

Age

Historic incident data shows that those most at risk of dying or being seriously injured as a result of fire are older people – particularly those with an additional vulnerability such as a disability, mental ill-health or isolation. Of the 17 people who died in accidental house fires over the past five years, nine were aged over 65. This is an increasing risk as the population of Cambridgeshire and Peterborough is ageing. Census 2021 data shows the number of people aged 65 and over make up 17.6% of the population. The total number of people aged over 65 in our communities has increased by 25.6% since the last census from 125,107 people to 157,165 people. Our tactical prevention plans already include a focus on this most vulnerable group.

Children and young people are another group potentially at risk from the consequences of accidental fire (through lack of knowledge, maturity or judgement) and deliberate fire-setting (risk taking behaviours or anti-social behaviour). Initiatives to engage and educate them about the danger of fire setting behaviours through partnership work are already key areas of our prevention work.

Inexperienced and younger drivers are also more at risk of being involved in road traffic collisions and again education programmes to address this are in place with the Cambridgeshire and Peterborough Road Safety Partnership.

Homes with young families are more likely to have higher numbers of lithium-ion batteries in the home. Lithium-ion batteries have been identified as an increased risk for us as a cause of fire in the home.

The serious violence duty puts a statutory duty on a number of agencies, including us, with a particular focus on the reduction of knife crime injuries and deaths involving the under 25's. Our youth interventions will help to support this duty where appropriate.

Disability and Ill-health

People with a long-term health problem or disability, including mental health, make up 23.7% of the population in Cambridgeshire and Peterborough. This means that nearly a

quarter of our community has either their day-to-day activities limited (either a lot or a little) or considers that they have a long-term physical or mental health condition. We use multiple data sets, including hospital bed data and those that have oxygen tanks to help us identify people that may have additional risk factors, enabling us to target our prevention activities to those most at risk. Our recent community engagement activities showed us that we need to do more to promote the services that we offer such as referral pathways, for our prevention activities, and the expansion of our on-line fire safety tool.

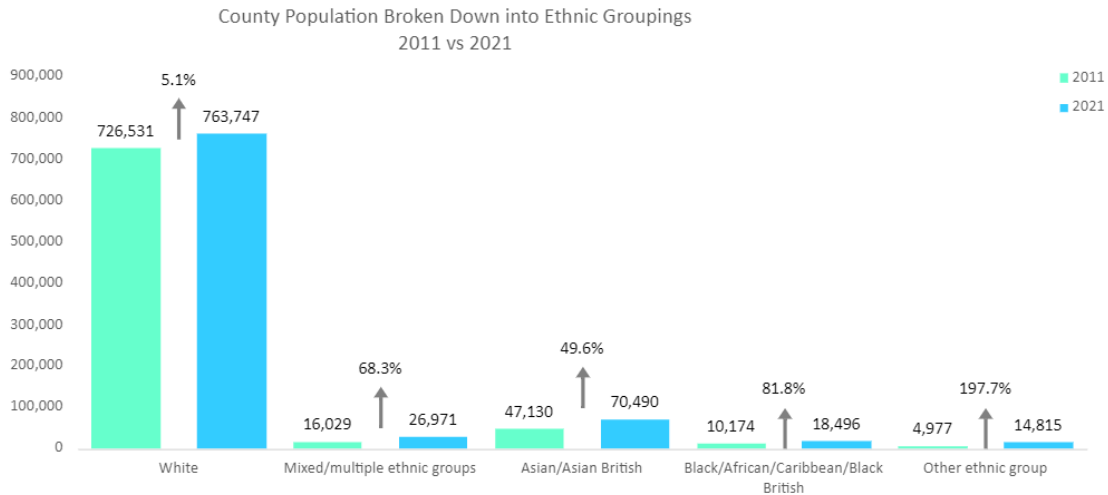
This risk is set to increase in the future given the nature of our ageing population which means targeting our resources and creating capacity is vitally important. Our work with partners such as Adult Social Care helps identify those most at risk and in need of our support. Services like Home Fire Safety Visits and free smoke alarm fitting are targeted at the over 65s. We give Home Fire Safety Awareness training to a range of home visitors including care providers and physiotherapists who visit people in our target groups and can refer residents to us for further support. Our data sharing with partners ensures an intelligent and effective way to identify those in need and target our resources efficiently. This includes receiving information on residents who have been issued with a hospital bed at home and therefore unlikely to be able to escape in the event of a fire.

Ethnic origins and nationality

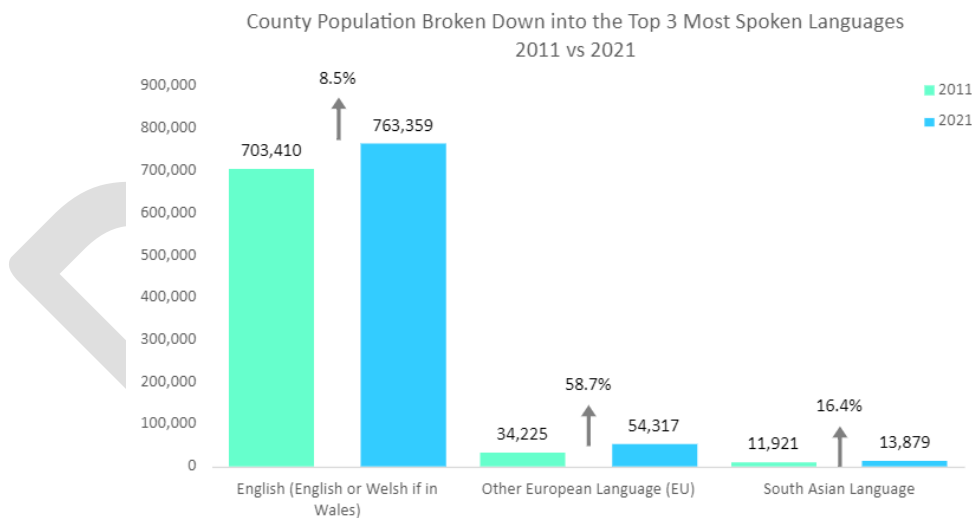
Cambridgeshire and Peterborough both have a rich heritage of ethnic and cultural diversity. Understanding new communities as well as building and sustaining relationships with long standing communities is important in providing an effective prevention and response service.

The census data shows us that the population in Cambridgeshire and Peterborough identifying as white has increased by 5.1% since 2011. People identifying as Black, Asian or minority ethnicity has increased by 67%. As a population distribution this means that 14.6% of our population is Black, Asian or minority ethnicity, up from 9.7%. Our white community has decreased from 90.3% of our community to 85.4% of our community. White British comprises 72.9% of our community and all white other 12.4% of our community.

Further breaking down the ethnic groupings, we see that other ethnic groups have increased by 197.7%. Those identifying as Black/African/Caribbean/Black British have increased by 81.8%. There has been a 68.3% increase in those identifying as mixed/multiple ethnic groups and a 49.6% increase in those identifying as Asian/Asian British.

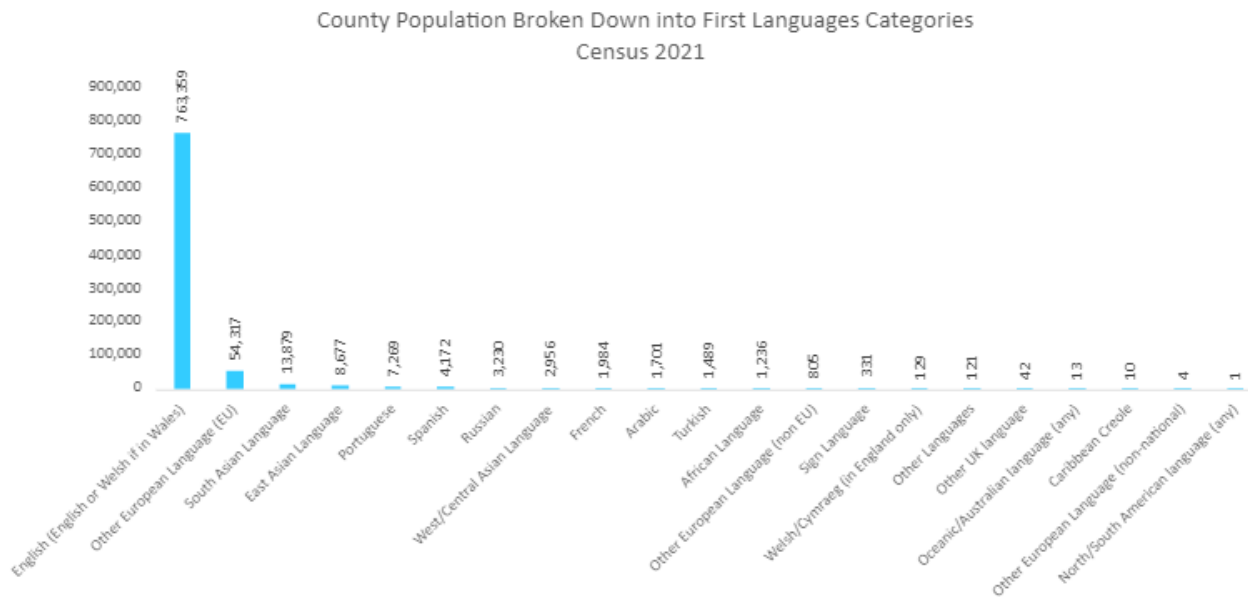


English as a first language spoken has increased by 8.5%, other European languages (EU) has seen a 58.7% increase. And South Asian languages have seen a 16.4% increase according to the 2021 census data. There are small rises in the proportion of residents who cannot speak English well or at all - 1.2% of residents in Cambridgeshire (8,200 people), ranging from 0.6% in South Cambridgeshire to 2.5% in Fenland and there are 4.5% in Peterborough (9,400 people).



Although only small numbers, there have been large percentage increases in Spanish (98.3% increase), Portuguese (92.9%) and other European language (58.7% increase). These are the top three largest increases amongst first spoken languages in Cambridgeshire.

Comparing the breakdown of first languages spoken in Cambridgeshire from the 2011 Census and the 2021 census data we can see that the prominence of each language remains largely the same, with English as the most spoken language, followed by other European language (EU), South Asian language, East Asian language and then Portuguese and Spanish. We will consider the languages spoken in our communities in the products that we offer going forward.



White Gypsy or Irish Traveller is the sixth highest ethnic group in Fenland with 591 people recorded in the 2021 Census. We will continue to work with our partners and the community directly to raise awareness across this community group about how to access our services.

Sex

The gender ratio across the county has remained largely the same in the 2021 census data (49.4% male and 50.6% female).

Our own data from the past five years indicates that men are more likely to be injured from fire than women. Over the past five years 169 men were injured in fires compared to 78 females and four where sex was not known. This varies with age group and circumstances, for example, for all fire injuries, the number of men aged 35-54 injured from fire was significantly higher in proportion (60 men compared to 25 women in the same age category).

In terms of fatalities from fires in the home, the split between men and women is again predominantly men with 13 fatalities being men and three being women, one where sex was not known. Nine of those fire fatalities were 65 or over.

Men are still more likely to be injured or killed in road traffic collisions.

We will continue to monitor the circumstances and characteristics of those injured in fires and other emergencies to identify and respond to altering trends.

Gender

The census data tells us that 93% of the population of Cambridgeshire identify with the same sex as registered at birth. A high percentage 6.4% did not answer this question in

the census. 0.3% of the population of Cambridgeshire answered that they identify with a different gender than their sex registered at birth (no specific identity given).

Those identifying as trans-women and trans-men were both 0.1% of the population of Cambridgeshire. Those identifying as another gender identity make up 0.2% of the Cambridgeshire population.

We continue to develop our colleagues' understanding about a range of inclusion topics, including gender identity, to ensure that we deliver our services to the community in line with our inclusive values.

Religion or Belief

In Cambridgeshire and Peterborough, Christianity is the most prevalent religious belief (45.4%). This has decreased from 57.9% in 2011. In the census 2021, 40% responded that they had no religion, this is a large increase from 2011 where 29.1% stated no religion. 4.5% of the population of this county are Muslim, 1.2% are Hindu, 0.5% are Buddhist, 0.3% are Sikh, 0.2% are Jewish and 0.5% cited other religion.

The faith of our communities is relevant to us where we provide services in people's homes and in relation to understanding behaviours and observance of faith-based traditions. Our role and responsibilities in planning for large scale emergencies also provides an opportunity to engage and foster good relations with faith leaders who may be able to support and reassure their faith communities in national or large-scale emergencies.

Sexual Orientation

The census data tells us that those identifying as straight or heterosexual constitutes 88.5% of the population of Cambridgeshire and Peterborough. 8% of the population of Cambridgeshire and Peterborough - just over 71,000 - did not answer this question. 1.4% of the population identified as gay or lesbian and 1.6% identified as bi-sexual. 0.3% identified as pansexual and 0.1% identified as asexual. We continue to develop our colleagues in a range of inclusion topics, including sexual orientation, to ensure that we deliver our services to the community in line with our inclusive values.

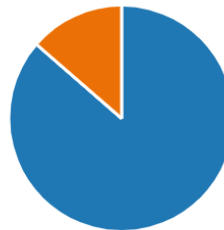
CRMP CONSULTATION FEEDBACK SUMMARY

Internal Consultation Feedback Responses (22)

1. Is the draft CRMP document easy to read and understand?

[More Details](#)

[Insights](#)



2. If you responded 'no' to Q1, please tell us what we can do to improve the document.

[More Details](#)

3
Responses

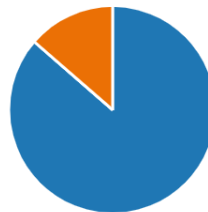
Latest Responses

"Much to commend in doc but some queries; - Fig 2 says due to Prevention a..."

3. Do you think we have included all the significant risks for Cambridgeshire?

[More Details](#)

[Insights](#)



4. If you answered 'no' to the previous question, please tell us why you think that and what you think should be included.

[More Details](#)

3
Responses

Latest Responses

"Based on what has happened historically. Needs to look at worse case scen..."

5. Do the actions look appropriate to address the identified risks and opportunities?

[More Details](#)



6. If you answered 'no' to the previous question, please tell us why you think that and what you believe is missing.

[More Details](#)

2
Responses

Latest Responses

7. Is there anything missing you think we have overlooked (that you have not already mentioned), or anything you would have expected to see in this plan that isn't there?

[More Details](#)

[Insights](#)

22
Responses

Latest Responses

"I thoguht I feedback things maybe not most important on CRMP but are clo..."
"Sustainability - Vision and (2-year) plan. "
"No"

External Consultation Feedback Responses (42)

1. Is our Draft CRMP 2024-2029 document easy to understand?

[More Details](#)

[Insights](#)



2. If you responded 'no' to Q1, please tell us what we can do to improve the document.

[More Details](#)

4
Responses

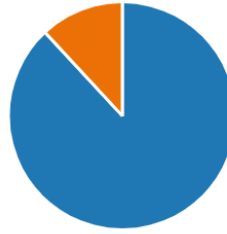
Latest Responses

3. Do you think we have included all the significant risks for Cambridgeshire?

[More Details](#)

[Insights](#)

● Yes	37
● No	5



4. If you answered 'no' to the previous question, please tell us why you think that and what you think should be included.

[More Details](#)

[Insights](#)

5
Responses

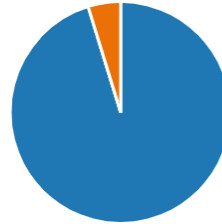
Latest Responses

5. Do the actions look appropriate to address the identified risks and opportunities?

[More Details](#)

[Insights](#)

● Yes	40
● No	2



6. If you answered 'no' to the previous question, please tell us why you think that and what you believe is missing.

[More Details](#)

1
Responses

Latest Responses

7. Is there anything missing you think we have overlooked (that you have not already mentioned), or anything you would have expected to see in this plan that isn't there?

[More Details](#)

[Insights](#)

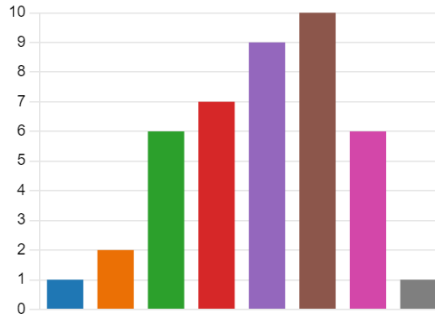
21
Responses

Latest Responses
"No"

8. Age

[More Details](#)

19 or under	1
20-29	2
30-39	6
40-49	7
50-59	9
60-69	10
70+	6
Prefer not to say	1

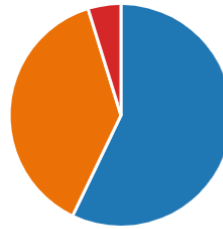


9. Sex

[More Details](#)

[Insights](#)

Female	24
Male	16
Other	0
Prefer not to say	2

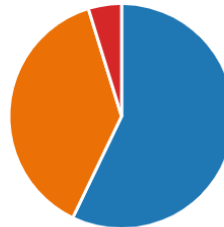


10. Gender identity

[More Details](#)

[Insights](#)

Female	24
Male	16
Other	0
Prefer not to say	2

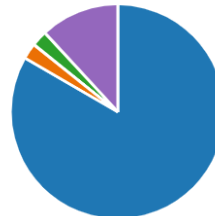


11. Sexual orientation

[More Details](#)

[Insights](#)

Straight/Heterosexual	35
Gay/Lesbian	1
Bisexual	1
Other (not listed)	0
Prefer not to say	5

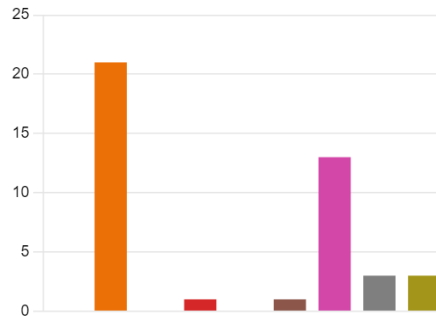


12. Religion

[More Details](#)

[Insights](#)

● Buddhist	0
● Christian	21
● Hindu	0
● Jewish	1
● Muslim	0
● Sikh	1
● No religion	13
● Any other religion (not listed)	3
● Prefer not to say	3

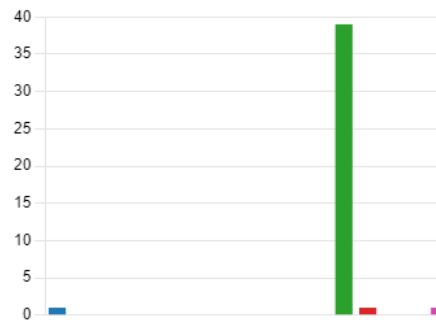


13. Ethnicity

[More Details](#)

[Insights](#)

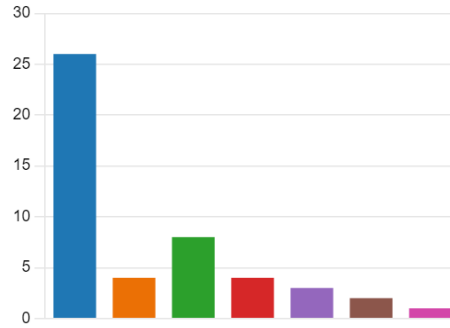
● Asian/Asian British - Indian	1
● Asian/Asian British - Pakistani	0
● Asian/Asian British - Bangladeshi	0
● Asian/Asian British - Chinese	0
● Other Asian/Asian British backgr...	0
● Black/Black British - Caribbean	0
● Black/Black British - African	0
● Any other Black, Black British or ...	0
● White and Black Caribbean	0
● White and Black African	0
● White and Asian	0
● Any other mixed or multiple bac...	0
● White - English, Welsh, Scottish,...	39
● White - Irish	1
● White - Gypsy or Irish Traveller	0
● Any other White background	0
● Prefer not to say	1



14. Do you have a disability or neurodiversity?

[More Details](#)

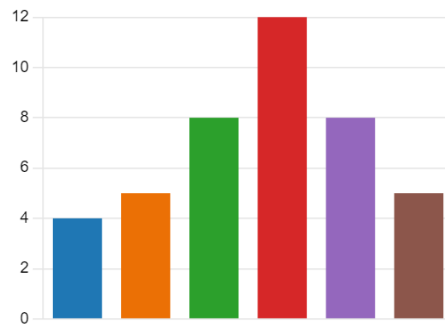
● No I don't	26
● Physical disability, which may re...	4
● Non-physical/visible disability (e...	8
● Mental health condition (e.g. de...	4
● Specific learning difficulty (e.g. ...	3
● Other (not stated)	2
● Prefer not to say	1



15. What district do you live in?

[More Details](#)

● Cambridge	4
● East Cambridgeshire	5
● Fenland	8
● Huntingdonshire	12
● Peterborough	8
● South Cambridgeshire	5



16. Have you ever worked for Cambridgeshire Fire and Rescue Service?

[More Details](#)

● Yes	5
● No	37



CRMP Consultation 2024 - 2029 - External feedback	
Is the draft CRMP document easy to read and understand?	CFRS feedback and comment
If you responded 'no' to Q1, please tell us what we can do to improve the document.	
No info regards LRF - When you click the link it says page not found	The LRF section at the back of the document details the specifics of the LRF and the link will be checked on formal publication. To find the website you can also enter 'Local Resilience Forum Cambridgeshire' into a search engine.
Use the correct data to ensure the public are not mislead and misinformed	As this is not specific, we do not know which data is being referred to and therefore cannot address this.

<p>Much to commend in doc but some queries;</p> <ul style="list-style-type: none"> - Fig 2 says due to Prevention and Protection the number of calls fell in 2020-1. Surely it was due to Covid but this is not mentioned in this section although raised in section 'The Calls we Attend' - Table 'Total Number of Mobilisations per Day' shows 10 busiest ever days in past 5 years. Could this not be part of an expanded section of the 'Growing Impact of Climate Change'. Climate warming is creating warmer summers with more extreme downpours and winters with flooding and potentially could be more severe winters. Will need more resources to deal with the impact of climate change so I think this is worth emphasising. - There is a graph from MunichRE from 2019. Is there nothing more recent? - Wildfire Risk section refers to the summer of 2020 - surely this is 2022? - Youth Engagement. Doesn't even mention Firebreak courses. Seems to be a key omission? - 'Culture' states 'Our Service has a good organisational culture.' That's not for us to say - shouldn't it state 'we believe....' - Technology. No mention of sustainability in this area? Reduce carbon and work with tech suppliers re environmental, social and governance sustainability in tech. Globally IT produces more carbon than the global airline industry! We need to shine a light in the dark recesses of IT and its carbon footprint. - Sustainability section. Sustainability should be embedded in everything we do and not have its own little section. This section only focuses on carbon. This is emphasised in a later section on sustainability referring to carbon offsetting, waste reduction and single use plastic. Sustainability includes these but is bigger and has social and governance obligations. To be sustainable we need to engage with all suppliers and ensure they are sustainable - includes not using child or slave labour, not using additional resources but re-use/recycle, no corruption, etc. Need to embed within our communities and look at poverty for example - think locally. Poverty includes digital poverty - what happens to our old laptops? Also lead by example - gender and race equality, etc. Environmentally look at our waste - does any foam we use in fires have any environmental impact? If so then push our suppliers to innovate. - Have we baselined our carbon footprint? This isn't easy to do. - Document looks to have been written by many people. Needs one person to edit to provide 	<p>Points addressed in order.</p> <p>Figure 2 - Comment in CRMP added about Covid impact to figures and call profiles.</p> <p>This is covered in this section to outline the impact of extreme weather on CFRS and forms 2 risks in our strategic risk register. We have to balance the detail and length of document against incorporating too much detail that makes it too complex, we are content that extreme weather is included within our planning.</p> <p>Re MunichRE graph - no that is the most recent publicly available at this time.</p> <p>Re summer of 2020 - 2022 added to this section</p> <p>Fire break is mentioned in the actions listed under Community Safety Excellence</p> <p>Culture clarified with evidence used to make the statement.</p> <p>Two points addressed (technology and sustainability) - we have a sustainability strategy that reaches across our organisation. It is incorporated across all stands, however we feel that it does need to be mentioned as it is such an important issue. In this document we are referencing individual items that are woven across our entire organisation.</p> <p>Yes we have baselined our Carbon footprint through engagement with the Carbon Trust for an independent review.</p> <p>It takes many people to formulate our CRMP, we have worked to ensure consistency. To address this and the next point, there will be</p>
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consistency.
- Document might need re-sectionising. There's a lot of repetition of points and it doesn't quite flow.

a final proof-read before publication and the final document will be designed, this is just the word document.

Do you think we have included all the significant risks for Cambridgeshire?

If you answered 'no' to the previous question, please tell us why you think that and what you think should be included.

Water risks? - it might be in LRF but can't check

This is a vague statement, so we cannot understand the change required; possibly referencing flooding, water ways or our access to

	<p>water. However, all these are incorporated in the detailed planning and risk analysis behind the formation of our CRMP.</p>
<p>You have stated the following:</p> <p>In terms of location, mapping five years of historic incident data (most serious incidents – primary fires, RTCs and special services) has shown us which of our on-call fire engines we need to have available around the clock to best meet our response standards (these are in addition to the four wholetime stations, three day-crewed stations and our two roaming fire engines which are crewed by wholetime firefighters). We have called these strategic on-call CRMP stations and they are:</p> <ul style="list-style-type: none"> • Yaxley • Whittlesey • March • Chatteris • Ramsey • Cambourne • Cottenham • Soham • Sawston <p>This again is incorrect and misleading as the roaming pumps are quite often sent to these stations due to lack of crewing so to advise that these stations are on in addition to the roaming pumps is incorrect</p>	<p>We think this means we cannot say we have roaming fire engines and then all those on-call stations available as the roaming fire engines sometimes provide the cover instead of that strategic on-call station. We have added a clarification statement to the CRMP to address this point.</p>
<p>Based on what has happened historically. Needs to look at worse case scenarios future risks - obscure and unlikely but massive impact risks. For example - ransomware in ICT as has happened already to another FRS. Physical risk to staff due to negative reports in other Services. Risk of war. Risk of widescale and persistent flooding - failure of banks in the Ouse Washes for example.</p>	<p>We have not covered all the risks we face in our CRMP but highlighted the most prevalent. We have a strategic risk register which contains detailed and specific risks. We also pay due regard to the national and local community risk registers when researching our CRMP. Cyber security is one of the highest risks we face was referenced but we have made this more specific now in the CRMP.</p>

Do the actions look appropriate to address the identified risks and opportunities?	
If you answered 'no' to the previous question, please tell us why you think that and what you believe is missing.	
Unsure as cannot access LRF to compare	Typing in 'Local Resilience Forum Cambridgeshire' in a search engine will allow you to gain access to the required information. We note the link wasn't working and will check this prior to publication.
<p>Shutting stations should never be the answer, especially when this is being led by financial decisions as appose to public safety</p> <p>Staff are not being redeployed they are being terminated this will decrease the number of trained firefighters you have available</p> <p>Poor senior management decisions in regards to recruitment and new mobilizing systems will ultimately put the public at a greater risk</p>	Unsure what specific changes are being requested to the CRMP as there is no direct reference to the points made here. We continually look at service improvements and will consult and engage on specific activities in addition to the overall CRMP consultation.
Is there anything missing you think we have overlooked (that you have not already mentioned), or anything you would have expected to see in this plan that isn't there?	
I understand a lot of the data and tables are linked to the 2021 Census information, which means they only provide data up to year 2021/22. This is data for only half of the last IRMP and from an outsider I would possibly question that does the service have the information available to create plans and inform decisions they make as they are unable to provide any information for 2022/23 onwards?	Preparation for the CRMP starts 18 months in advance of publication, and we take a snapshot of the data available to us then. Annually, we review and refresh our data to ensure we continue to be aligned. The Census data is released on a 10-year basis and is the most detailed data available for use.
Page 24 you've got your timings wrong for when WT appliances are available during the day. You've stated 9am-6pm	Thank you for spotting this, we have amended this.
CRMP Consultation 2024 - 2029 - External feedback	
Is the draft CRMP document easy to read and understand?	
If you responded 'no' to Q1, please tell us what we can do to improve the document.	

<p>It might be 'plain English', but there are some big words and concepts, and the document goes on and on. At whom is it aimed? I found myself skim-reading, and I cannot think of even the most dedicated civil servant studying a document such as this for each county's service.</p>	<p>The CRMP is aimed at all our community and partner agencies; it is also used internally by our people. It is challenging to provide a summary without providing the background and context. We have reduced this document considerably over the years. It is less than 40 pages to outline our context, planning and plans for the next 5 years. On our website with our feedback survey, we did provide a condensed summary of our risks and actions for people recognising that some people may not want to read the background and analysis we did. We will do this when we publish our final CRMP too.</p>
<p>Rather too wordy?</p>	
<p>Make it shorter</p>	
<p>less jargon. a public information document should not need a glossary</p>	
<p>Do you think we have included all the significant risks for Cambridgeshire?</p>	
<p>If you answered 'no' to the previous question, please tell us why you think that and what you think should be included.</p>	
<p>Closing fire stations is a huge risk to villages and towns that are only growing</p>	<p>We continually look at service improvements and will consult and engage on specific activities in addition to the CRMP consultation.</p>
<p>Little mention of the increase in science/research facilities and the likelihood of a younger population being attracted by those jobs. No mention on the risk to water resources from over-development of housing around Cambridge.</p>	<p>We have not covered all the risks in our CRMP but highlighted the most prevalent. We have a strategic risk register which contains detailed and specific risks. We also pay due regard to the National and local community risk registers when putting our CRMP together. With regard to water resources, it is unclear if this means flooding or access to water? We are consulted about Hydrant placements on new build developments and we are engaged with the Local Resilience Forum (LRF) to understand and plan for flooding risks.</p>
<p>There is no mention of the fire station in Manea. There was a suggestion that this station may close, but with the constant expansion of the village, is this seen as a viable option for the safety of the village with the closest next pump being in Chatteris.</p>	<p>Under the actions for Operational Excellence we state that we will 'Work to align operational resources and skills (wholetime, on-call and fire control) to our risk and demand, understanding how we respond to incidents and the number of resources required to safely resolve them, and to ensure that we are maximising our productivity and efficiency.' The redistribution of resources from</p>

	Manea and two other on-call fire stations is part of this action point which is a continuation of an action point in the current IRMP which ends on March 31, 2024. Consultation and engagement around specific options as part of this work will be carried out separately from the overall CRMP consultation.
I don't know as I lost patience	No specific changes requested.
I have tried to read the report which although is clearly written and contains a lot. Of background information, is very long for the average person to read. If it was your job, you could spend all day reading each word, but a summary would be useful on one page. I missed the response to flooding incidents.	Although there is nothing specific that references flooding it is covered under extreme weather conditions and we plan for this as part of the Local Resilience Forum under the civil contingencies act. We did provide a summary of the risks, opportunities and actions on the consultation webpage and we will do the same when we publish the final version.
Do the actions look appropriate to address the identified risks and opportunities?	
If you answered 'no' to the previous question, please tell us why you think that and what you believe is missing.	
See above. No mention of this aspect means no provision. (Previous comment referred to closure of fire stations)	Please see response above re Manea.
Is there anything missing you think we have overlooked (that you have not already mentioned), or anything you would have expected to see in this plan that isn't there?	
I found that the whole draft document very easy to read and understand. It shows all salient points quite clearly. All in all a very well-produced document. Well done Regards	Thank you for the feedback
Shutting stations for no reasons is just disgusting behaviour to people who rely on having a service If you're that worried about funding cut the fat from the top, why does CFRS need so many officers at the top ? I feel the service is becoming very misguided and old fashioned on how it operates and maybe should look at keeping staff and work out why people don't want to stay.	No specific changes requested.
It's a very comprehensive draft	Thank you for the feedback
Heaven forbid there's more to say!	No specific changes requested.
It's a wordy, weighty document. A mind map summary would help.	We will be placing a summary of the key risks and actions on our website once the CRMP is published.

<p>A more detailed review of future risks. There is some good stuff about summer fires but other areas are skimmed over (increase in EV vehicles resulting in fires that are difficult to put out XXXXXXXXXXXXX)</p>	<p>We cover EV under emerging technologies in the risk and opportunity section.</p>
<p>I would like to see you engaging with the recent issues highlighted in the media around car fires. EVs are being blamed for all vehicles fires when it's not always EVs. I think there's some misinformation about vehicle fires and EVs especially. There's concern that EVs are more likely to catch fire which isn't true. You should be addressing these miscomprehensions and sharing your plans for dealing with vehicle fires. I would expect from you Clear information about the likelihood of vehicle fires in all types of vehicles, how you plan to deal with these, fatalities and injuries associated with vehicle fires etc. I found this survey via Facebook so would suggest you use this and other social media to connect with people. There are many EV Facebook groups and anti EV groups. I would expect you to be engaging with these and supplying relevant and useful information to them.</p>	<p>We cover EV under emerging technologies in the risk and opportunity section. We engage in the national communications around EV and emerging technologies and we will continue to work with our partners in this area.</p>
<p>The potential for an increase in domestic fires due to the 'cost of living' increases. Cheaper forms of alternative heating and lighting i.e. portable appliances and candles.</p>	<p>This is a risk we recognise and we already have this listed as a strategic risk in our risk register. It is a focus in our prevention strategy, however, it is too detailed for inclusion in the high-level CRMP.</p>
<p>In terms of rescues and collisions, more preventative measures and education of young riders and e-scooters and the aftermath of this to victims and riders and yourself</p>	<p>We have this listed as a strategic risk in our risk register and this is a focus in our prevention strategy and activities, including proactive messaging on our social media channels and work with local media. It is too detailed for inclusion on the high-level CRMP.</p>
<p>There is no mention of anywhere near where I live, so I can't really comment. Not much about fluvial flooding or surface drainage flooding either. Also not much about the THOUSANDS of new builds in my area over the past few years and how they affect things.</p>	<p>Although there is nothing specific that references flooding it is covered under the extreme weather conditions and we plan for this as part of the Local Resilience Forum under the civil contingencies act.</p>
<p>Being more aware of construction types - general building as well as high rise to ensure the most appropriate feedback to high risk individuals. Checks for fire risk due to lack of party walls in older terraced houses on house visits. More campaigns around road safety for the public and a greater distribution of those campaigns.</p>	<p>Both are covered in our prevention and protection strategies. It is too detailed for inclusion in our high-level CRMP. We do regular road safety messaging on our social media channels as well as proactive events with partners targeting different audiences.</p>

<p>No mention that I saw of the use of social media. I only found this on Neighbourhood and I find articles on that forum very useful, such as not placing a charging item in an escape route although many older people don't use this as much</p>	<p>Good to hear how this engagement was found. We use a variety of communication channels to reach different audiences and will look at how we can further enhance them.</p>
<p>I don't recall any mention of working with local councils to support the access issues with cars parked so as to restrict access. Another point I would strongly encourage is engaging not just with health services to identify those at risk but also community trusts to also identify those disabled individuals who have egress issues and those on oxygen therapy. I am sure this has been considered and I apologise if I missed this. As a health professional, this has been an issue for me for those with long term conditions who live alone and have great difficult to not only leave the property but also move around their home.</p>	<p>We do regularly post about access issues on our social media sites and have worked with local media to highlight the issue. We will continue to do this.</p> <p>We do have a number of data sharing agreements (including oxygen data) to help us to identify those most at risk in the communities and we also conduct joint visits to these individuals to address any risks identified.</p> <p>These are covered in our prevention strategy but is too detailed for inclusion in our high-level CRMP.</p>
<h2>CRMP Consultation 2024 - 2029 - Union Feedback</h2>	
<p>I don't think its overlooked, but certainly could clarify better. When talking about resources and requiring 14 pumps (2 x 6 pump jobs, plus 2 spare), I think we should be making it clear this is 14 pumps of 5 firefighters. Given that we now operate some appliances with 2 or 3 firefighters, I think it would be easy to confuse our intent on the statement with something that is technically accurate but does not provide the same, or required amount of resources to deal with the size of incident described.</p>	<p>This has not changed since our previous IRMP. The measure is 14 fully crewed fire engines. Crews of 2 or 3 are not included within the 14 fire engines listed.</p>
<p>I would also like to see mentioned in the document our commitment to DECON and the focus on reducing the risk of cancers caused by firefighting. I know CFRS have got a real determination and have taken many steps towards this change in mindset, attitude and behaviours and it would be nice to record this formally in the CRMP.</p>	<p>This would be covered in the CRMP action plan under the 4th bullet point in operational excellence</p>

To: Cambridgeshire and Peterborough Fire Authority
From: Jodie Houseago – Project Manager
Presenting officer(s): Deputy Chief Executive Officer (DCEO) - Matthew Warren
Telephone: 01480 444619
matthew.warren@cambsfire.gov.uk

Date: 15 February 2024

Review of Service Headquarters Use (Project P143)

1. Purpose

1.1 The purpose of this report is to update the Fire Authority on the review Cambridgeshire Fire and Rescue Service is actively undertaking in relation to Service Headquarters located at Hinchingbrooke Cottage, Brampton Road, Huntingdon, PE29 2NA.

2. Recommendation

2.1 The Authority is asked to note the content of the report.

3. Background

3.1 Service Headquarters comprises of a three-storey house with small basement area constructed in 1892. This was extended in 1985 and a further extension to the same block took place in 1995. These buildings sit within a conservation area.

3.2 The buildings are made up of various individual and shared office spaces, three meeting rooms, a reception area, kitchen, dining room, toilets and a dedicated access-controlled control suite with its own offices, training room, kitchen area, toilets and dormitories. There is also an ICT plant room which houses ICT infrastructure.

3.3 Externally, there are car parking facilities for 90 vehicles inclusive of two electric vehicle charging points and two disabled spaces, which are accessed through an access-controlled barrier. Outside areas are monitored by CCTV and include a smoking shelter (also utilised by the Constabulary), a sheltered area for pedal bike storage, a storage garage and gardens.

3.4 All trees on site are the subject of a preservation order.

4. Current Utilisation

- 4.1 There are currently 150 staff members whose contracted base location is Service Headquarters. This figure is made up of staff from 20 different departments.
- 4.2 Service Headquarters has a dedicated reception area, which is operated by the Business Support Group, to welcome visitors. The group also organise post which comes into the building and triage non-emergency calls received from the community.
- 4.3 The control suite is occupied by 26% of the workforce contracted to work from that location; they work in shifts so it can be operated 24/7.
- 4.4 With a section of the building dedicated for use as a control suite, there are measures instructed by the National Protective Security Authority around security, resilience and safety that are currently implemented at Service Headquarters in line with our criticality rating.
- 4.5 The remainder of the buildings on site are utilised during the core working hours of 0800 to 1800, Monday to Friday.
- 4.6 The ICT plant room is appropriate in size for the equipment currently housed there. It also houses the critical control suite infrastructure. This room requires air conditioning and a fire suppression system.
- 4.7 Within the next three years, there is a desire to reduce physical file storage housed on site.
- 4.8 ICT is a shared service between Cambridgeshire and Bedfordshire. As a result of this, there is a direct link between both organisations datacentres. In the event of failure, each Service is configured to provide business continuity arrangements for the other.
- 4.9 Power capabilities across the site are almost at capacity. If the estate requirements increase any further at the existing site, the circuits will struggle to accommodate such growth and could put other systems in jeopardy.
- 4.10 Service Headquarters also has diversly routed Virgin Media and BT cables to site. These provide the site with resilient lines for incoming 999 calls and a network for ICT use.
- 4.11 Data obtained from our access control system provides an overview of the differing levels of footfall the building experienced pre, during and post pandemic. The data has been extracted from 6 January 2020 to 31 August 2023. These figures indicate that there was a clear drop in individuals working from site during pandemic months however post pandemic there remains a steady use of the site. (Appendix 1 refers).
- 4.12 The site also houses three meeting rooms, one of which is prioritised for use as the Major Incident Command Assist (MICA) when needs arise. These rooms are used on a regular basis by departments based on and off site to conduct

meetings, as well as emergency services colleagues including Police, Ambulance, Anglian Water and the Environment Agency.

5. Sustainability

- 5.1 The energy performance operational rating of the site is currently an F (126-150). For a building of the same nature, it is expected to rate between D and E for energy efficiency. To improve this rating, it is anticipated that, at a minimum, boilers would need replacing and carbonisation reduction works should be introduced. The forecasted costs of this can be found in the table at Paragraph 6.4 below.
- 5.2 It has been identified that Service Headquarters is the worst performing property in our estate from a carbon emissions perspective. If there is a clear drive to become net zero, the building would require substantial works to be completed.

6. Financials

- 6.1 The utilities spend on this building for the 2022/23 financial year was £90,421.
- 6.2 Maintaining the site annually (including window cleaning, ground maintenance and the servicing of ICT plant room equipment) is £14,050.
- 6.3 Business rates for the building have been reassessed over the last three years which has led to a reduction on the rateable value however despite this, rates continue to remain high for the building. Business rates for the last three years were;
- 2023/24 - £66,048
 - 2022/23 - £84,432
 - 2021/22 - £84,432
- 6.4 Costs, to enable the addressing of concerns and issues currently identified at the site are as follows;

Category	Detail	Costs
Condition Survey 2019	Capturing aspects like re-decorating, air con, carpet tiles, lighting	£350K
Electrical	Following fixed wire report, various boards and circuits require a substantial amount of work to be compliant	£180K
Boilers	Installed in 2008. Although boilers have a longer life than average by 2028 these would need to be replaced; like for like replacement are approximately £20K each	£60K
Roof Condition	Roof although in overall acceptable condition, due to condition around control and the conference rooms should be replaced; contains asbestos	£312K
Server Room	Number of air con units running 24/7 to try and keep it ventilated	£50K

Fire Alarm	End of life and due a replacement to conform with latest regulations	£20K
Carbon Trust/ Decarbonisation Survey	Reports received by Property Team detailing breakdown of costs	£415K
Trees	Continue to require work completing to maintain the trees. In last 12 months we have spent around £20K maintaining them and conducting surveys, which must be done annually due to the volume	£20K
Asbestos	Various items of asbestos; if we were to stay in the building it would ideally need removing to limit the risk	£15k
Accessibility	Previous project completed to review adding a lift; approximate costs identified	£100K
	TOTAL	£1.522 Million

7. Next Steps

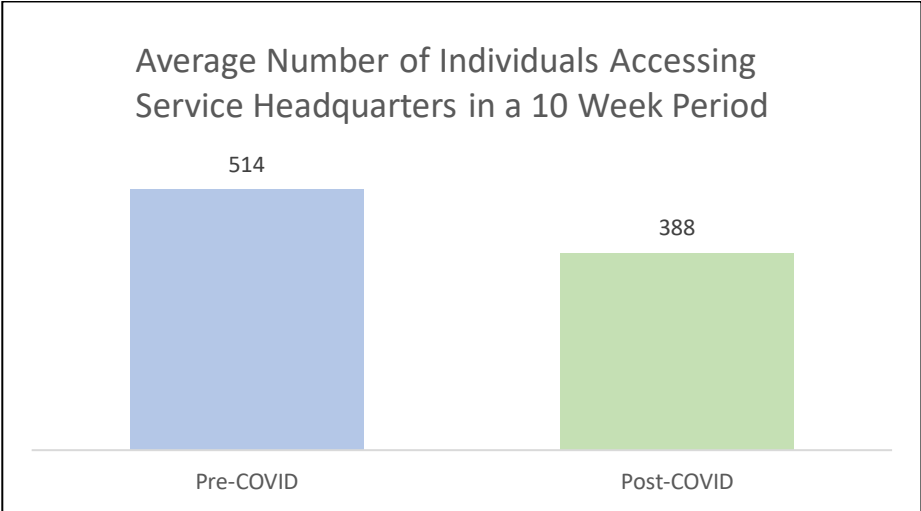
- 7.1 Project next steps will be to co-ordinate conversations, initially with those departments contractually based at Service Headquarters, to understand what their requirements look like for a future building.
- 7.2 The project will then look to understand what other physical options may be available for the Service to utilise for its headquarters requirements; all of this will culminate in the formation of an 'Options Appraisal' for review by the Project Board to decide next steps.
- 7.3 The anticipated timescale to allow for the above work to be undertaken will take us to the end of the 2024/25 financial year. Further updates will be brought to the Authority at the appropriate times.

Source documents

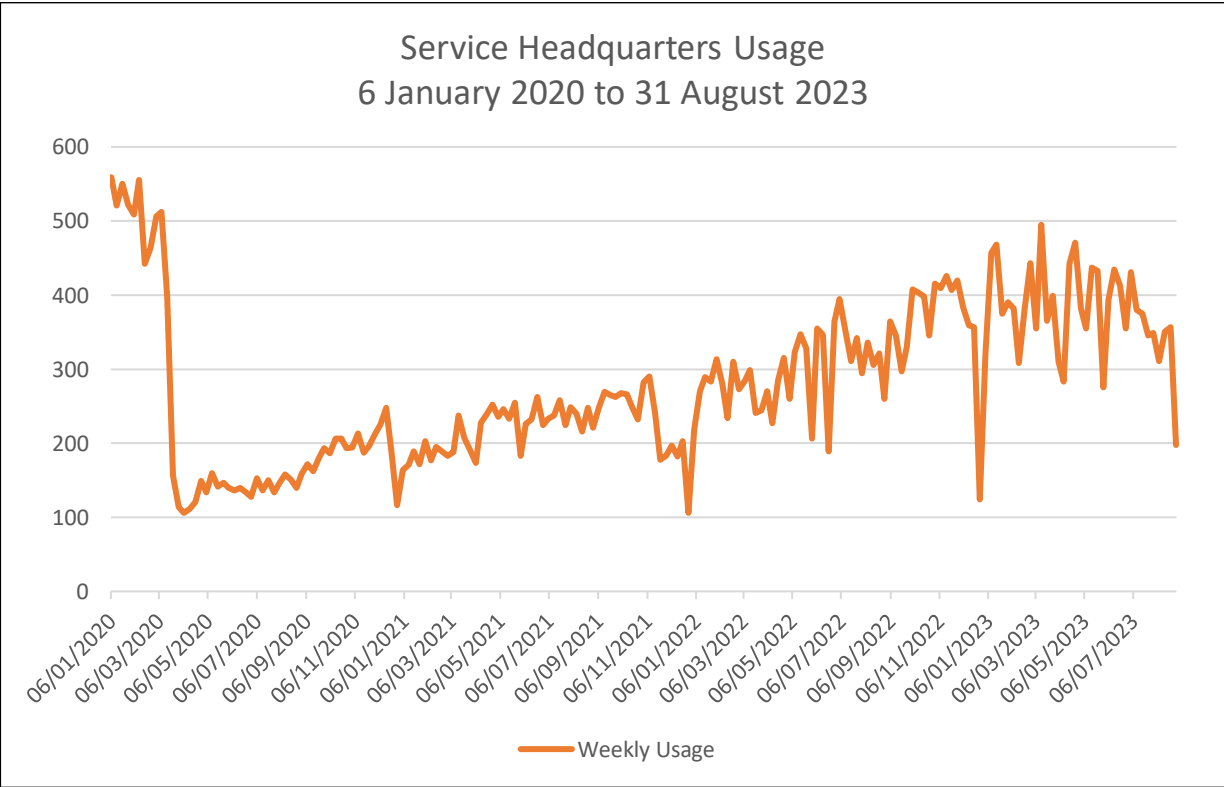
None

OVERVIEW OF FOOTFALL

- 1. The bar chart below shows the average number of people who accessed Service Headquarters on a weekly basis from all the data available pre-COVID (a 10-week period) and the same average for the first 10 weeks of 2023 to reflect the post-COVID average.



- 2. The below graph shows the number of people accessing Service Headquarters by month between the dates.



To: Cambridgeshire and Peterborough Fire Authority
From: Area Commander (AC) – Wayne Swales
Presenting officer(s): Area Commander (AC) – Wayne Swales
Telephone: 07554 425128
email: wayne.swales@cambsfire.gov.uk
Date: 15 February 2024

Report on the use of Lithium-ion Batteries and response by Cambridgeshire Fire and Rescue Service

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on the rise of lithium-ion batteries and specifically their use in micro mobility items being involved in fire and the response to this by Cambridgeshire Fire and Rescue Service (CFRS).
- 1.2 This report was first presented to the Overview and Scrutiny Committee on 4 October 2023; discussion highlights can be found in Minute 71 of the published Minutes. The subject matter was also discussed at the Policy and Resources Committee at its meeting on 31 October 2023 when reviewing the Strategic Risk and Opportunity Management Register (Minute 57 refers).

2. Recommendation

- 2.1 The Authority is asked to note the contents of this report.

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.
- 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 Sociological – the increased popularity and availability of micro mobility products will increase the instances of their involvement in fire and the resources required to respond to these. The current risk profile for users of these is unknown and may change the targeted groups we seek to support

through fire prevention requiring more resource. We will, through our risk planning processes, identify and react to this accordingly.

- 3.4 Technological – emerging technologies may see battery safety improve which could reduce the instances of fire. We will continue to evaluate the availability and effectiveness of technologies for detecting and extinguishing battery fires to protect the safety of our responding crews and the community.

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 Lithium-ion batteries are rechargeable batteries in electrical items such as mobile phones, laptops, e-scooters, e-bikes and e-cigarettes. There is growing national concern over the rise in the involvement of these batteries in incidents involving fire, including fatalities and especially in their use in e-bikes and PLEV's (Personal Light Electric Vehicles).
- 5.2 The electrified form of micro mobility is becoming more popular and is seen as an affordable alternative to fossil fuel driven cars/vehicles for use over short distances in urban areas. Economic factors are also making e-micro mobility more popular. Shimano's 'State of the Nation 2022' report reveals that, across all 12 European countries profiled, of those surveyed, cost of living for example, higher car fuel prices is the primary motivating factor (47%) in e-bike usage now, compared to one year ago. In the United Kingdom, this number rises to 56%.
- 5.3 Micro mobility encompasses a wide range of small lightweight vehicles operating at speeds typically below 25 kilometres per hour and ridden by users personally. Micro mobility devices more commonly referred to as PLEV's includes bicycles, e-scooters, e-bikes, electric skateboards, shared bicycle fleets and other electric pedal assisted cycles. These can also include cycles fitted with a conversion kit to enable battery powered propulsion.
- 5.4 The primary risk associated with lithium-ion batteries used in micro mobility products is thermal runaway. The process of thermal runaway starts when a battery cell overheats, perhaps due to an internal fault, physical or electrical abuse or extreme temperatures. This elevated cell temperature results in reactions which produce more heat than can be dissipated to surroundings. Eventually the internal structure of the battery cell begins to become unstable

and collapse resulting in the production of flammable and toxic gases, fire and explosion. The heat spreads to nearby cells, causing them to also enter an uncontrollable and irreversible state of thermal runaway.

- 5.5 Battery safety and stability depends on maintaining internal temperatures within specific limits. Poor quality and substandard components, flawed design, physical abuse and improper charging or discharging can all cause a battery to become thermally unstable and can lead to catastrophic failure. Even if a fire is extinguished, it is common for the fire to start again, highlighting the dynamic nature of lithium-ion battery fire.

6. Incident Data and Analysis

- 6.1 Currently, there is limited data relating to the number of fires in the United Kingdom, mainly due to deficiencies in the national Incident Recording System (IRS). However, London Fire Brigade (LFB) has reported attending 87 e-bike and 29 e-scooter fires across Greater London in 2022. In the first half of 2023, on average, LFB has been called to an e-scooter or e-bike fire once every two days; a 60% increase in the number of these fires compared to the same period last year. Fire data recorded regionally is not mandatory.
- 6.2 IRS is a national data collection system, which collates detailed information on all incidents attended by fire and rescue services (FRS's). The IRS enables data on all incidents attended by FRS's to be collected electronically and verified at source. However, the quality of the fire data recorded at national level does not allow fires to be attributed specifically to lithium-ion batteries, e-scooters or e-bikes; the IRS currently has no 'e-scooter' or 'e-bike' category. Firefighters must record that a fire involved one of these vehicles in an open text box field. Information entered in an open text box field does not appear in the publicly available fire statistics published by the Home Office.
- 6.3 In Cambridgeshire our five-year incident data of fires in which lithium-ion batteries have been involved is given in the table below (as at the time of writing). These are where it has specifically been recorded as involving lithium-ion batteries, e-scooters or e-bikes. The most significant incident in Cambridgeshire tragically resulted in three fatalities.

6.4

E-scooter and E-bike Fires involving Lithium-ion Batteries

Calendar Year	Fires caused by faulty e-scooter or e-bike batteries
2018	0
2019	1
2020	4
2021	1
2022	1
2023	3

The way in which the current IRS data collection process works does mean that there is a possibility that incidents involving lithium-ion batteries have been under reported (due to the need to add that detail into an open text box). In the past 12-month period, CFRS has attended 277 accidental dwelling fires of which 64 have been deemed to be caused by electrical failure. These have been recorded using the national IRS system fields and categories.

7. CFRS and National Fire Chiefs Council (NFCC) Activities

- 7.1 In response to the growth in lithium-ion battery fires and the risk they pose when being charged in dwellings, we have incorporated risk mitigation within our IRMP Action Plan. This means educational safety activity is delivered through our prevention group to highlight the risks posed to owners and training activities are undertaken to ensure our response to incidents is professional and appropriate.
- 7.2 The NFCC has seconded an Officer to lead the work around emerging technologies across the workstreams of prevention, protection and operations. This role works with Government, industry and all FRS's to support the creation of national guidance and support.
- 7.3 The NFCC has also produced e-bikes and fire safety guidance with key areas of messaging to be used when communicating with the public; CFRS is using this within our prevention activities for consistent messaging.
- 7.4 Operational training is being provided and undertaken on the risks and tactics for firefighting where lithium-ion batteries are, or suspected to be, involved in fire.

- 7.5 A joint team from prevention and protection is engaging with the Cambridge Landlord Forum providing information on the specific threats and emerging risks posed by e-scooters and e-bikes.
- 7.6 The County Risk Analysis Group takes information and intelligence, adopting a joint approach to risk between departments to ensure a collective service awareness to managing it. This ensures that where known risks are identified, the appropriate targeted interventions and actions are undertaken.

Source Documents

Electrical Safety-First Report 2023

Fire Authority Minutes - various

Location:

Hinchingbrooke Cottage

Brampton Road

Huntingdon

Contact:

Wayne Swales

07554 425128

wayne.swales@cambsfire.gov.uk

To: Cambridgeshire and Peterborough Fire Authority

From: Head of Service Transformation – Tamsin Mirfin

Presenting officer: Deputy Chief Executive Officer (DCEO) - Matthew Warren

Telephone: 07786 023436

matthew.warren@cambsfire.gov.uk

Date: 15 February 2024

Financial Business Continuity Planning

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on the Service's business continuity arrangements with regard to financial planning.

2. Recommendation

- 2.1 The Authority is asked to note the work completed and status of the financial business continuity plans.

3. Risk Assessment

- 3.1 **Political** - the political impact of identifying options relating to changing the Service, especially where options impact service delivery, will be challenging. The Authority and the Service are likely to receive intense pressure from internal and external groups including the public, representative bodies and local MPs when options are collated and published.
- 3.2 **Economic** - there is significant risk on the budget at the present time owing to high inflation. This, coupled with existing government policy to restrict council tax increases to 3%, may result in the Service not being able to recommend a balanced budget to the Fire Authority for future financial year(s).
- 3.3 **Social** - any options identified that have a negative impact on service delivery will be felt by local communities and may significantly affect our workforce.
- 3.4 **Legal** - there is a risk that without sufficient financial contingency planning, the Chief Finance Officer will have to make a report under Section 114 of the Local Government Finance Act 1988, known as a Section 114 notice, if it appears to them that the expenditure of the Authority in a financial year is "likely to exceed the resources (including sums borrowed) available to it to meet that expenditure".

4. Equality Impact Assessment

- 4.1 People in our community with certain protected characteristics, specifically age and disability, are at greater risk of dying following a fire in the home. Our prevention strategies aim to minimise this increased risk by targeting them for home fire safety visits.

5. Background

- 5.1 Since 2010 the Service, with significant support from the Fire Authority, has spent substantial time and effort reducing the cost of running the fire and rescue service in Cambridgeshire, cutting circa £7million from the budget whilst mitigating the operational impact. Despite the reduction in available finances, the Service has streamlined and continued to deliver a good, efficient and effective fire and rescue service; this has been evidenced in His Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection reports.
- 5.2 In 2022, we were again facing financial insecurity. The pandemic, the UK's departure from the European Union and the conflict between Russia and Ukraine had resulted in widespread economic uncertainty. This uncertainty, along with the high rate of inflation we were experiencing, had focussed the Service on preparing business continuity plans for any potential financial challenges it may face.
- 5.3 The current year-only budget settlements and the added uncertainty of any annual pay awards, which are decided after the budget is agreed, adds to this challenging financial situation. In addition to these pressures, the Service also has the uncertainty of Suffolk's withdrawal from the Combined Fire Control. This will create circa a £1.2million budget gap that must be planned for. The withdrawal of Suffolk from the Combined Fire Control is currently planned for 31 December 2024.
- 5.4 In 2022, CFRS implemented service-wide financial business continuity planning and rated all potential savings from Impact 1 to 5. These impacts are detailed in Appendix 1. Both the professional support and the operational response reviews are combined to create the Financial Business Continuity Plan. It is important that the organisation prepares for this potential risk. It was agreed that the financial business continuity planning would continue on an annual basis to enable the Service to be able to respond rapidly to future funding challenges.
- 5.5 As part of the process, in 2022/23, the Service took all identified Impact 1 and 2 savings to meet the challenge of the higher than budgeted for pay award and the impacts of inflation. This equated to circa £163,000 ongoing savings and £130,000 one-off savings taken from the 2022/23 budget and a further £65,000 one-off savings taken from the 2023/24 budget.

- 5.6 At the time, no further budget reductions were required however where appropriate and where efficiencies had been identified, some further reductions at Impact 3 were made to enable reinvestment.
- 5.7 Financial business continuity planning has been conducted for the financial year 2024/25. This has identified that there are minimal savings to be taken at Impact 1 and 2. These would equate to £24,000 of Impact 1 savings and £62,000 of Impact 2 savings that could be taken over the next two years. There are limited funds remaining at this lower impact level due to amounts that we have removed in previous years. Although these are identified as lower level savings and may not impact our frontline service, they do impact our capacity to continue service improvement and bring additional challenges to many teams across the organisation. These savings would impact the speed at which we are able to achieve our Integrated Risk Management/Community Risk Management Plan (IRMP/CRMP) objectives.
- 5.8 Should there be a requirement to make any savings beyond this, we then reach into Impact 3 and 4 savings, which as per the description, begin to impact significantly upon our ability to deliver our IRMP/CRMP objectives and impacts service delivery to the public.
- 5.9 At this time we do not need to implement our financial business continuity plans however the budget gap created by Suffolk withdrawing from Combined Fire Control will if there are no changes made in the budget formula for 2025/26. If financial business continuity plans are required to meet this funding gap the impact to service delivery within Cambridgeshire will be at the significant Impact 3 and 4 level.

Source Documents

Service Financial Business Continuity Plan
Fire Authority Reports and Minutes - various

Location

SHQ
Hinchingsbrooke Cottage
Huntingdon

Contact Officer

Tamsin Mirfin
tamsin.mirfin@cambsfire.gov.uk

EXPLANATION OF LEVELS

The following levels were agreed as indicators of the level of impact that any proposed cut would have on staff or frontline delivery of service. All work done to date has focused on ensuring proposals impact at the lowest possible level to maintain the current delivery of service.

LEVEL 1 - Quick wins (can be implemented with little or no direct impact on current processes/staffing levels)

LEVEL 2 – Changes to existing processes and structures which will impact on staffing levels through natural wastage or voluntary redundancy but will not materially impact on the ability to maintain effective delivery of front-line services.

LEVEL 3 - Changes to existing processes and structures which will impact on staffing levels through compulsory redundancy but will not materially impact on the ability to maintain effective delivery of front-line services.

LEVEL 4 - Changes to structures and processes which will impact on staffing levels through natural wastage, voluntary or compulsory redundancy and which will result in a tolerable impact on the ability to maintain effective delivery of front-line services.

LEVEL 5 - Changes to structures and processes which will impact on staffing levels through natural wastage, voluntary or compulsory redundancy and which will result in a significant impact on ability to maintain effective delivery of front-line services.

LEVEL 6 - Changes to structures and processes which will impact on staffing levels through natural wastage, voluntary or compulsory redundancy and which will result in an inability to meet our statutory function or legal obligations.

To: Cambridgeshire and Peterborough Fire Authority

From: Head of Safeguarding – Donna Bentley

Presenting officer: Assistant Chief Fire Officer (ACFO) - Jon Anderson
Telephone: 07711 444201
jon.anderson@cambsfire.gov.uk

Date: 15 February 2024

Safeguarding Update

1. Purpose

- 1.1 The purpose of this report is to provide an update on the safeguarding arrangements within Cambridgeshire Fire and Rescue Service (CFRS). It reflects on the significant journey made in terms of the National Fire Chiefs Council (NFCC) safeguarding self-assessment findings and our response to legislative amendments to the Rehabilitation of Offenders Act 1974 (Exceptions Order).
- 1.2 This report will provide further assurance relating to our commitment to the provisions of the Children Act 1989 and Care Act 2014, NFCC Safeguarding Standards (January 2022) and the relevant recommendations of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) spotlight report on culture in March 2023 (sixteen recommendations have defined safeguarding themes).

2. Recommendations

- 2.1 The Fire Authority is asked to note the contents of this report and in particular the progress to date and continued commitment to working towards a safeguarding culture and good practice throughout the organisation.

3. Risk Assessment

- 3.1 **Political** – the requirement to comply with the legal and moral responsibilities of a fire and rescue service under both the Children Act 1989 and Care Act 2014 are above any politics. All political parties within the Authority must continue to work together to ensure CFRS remains compliant whilst maintaining the highest of standards.
- 3.2 **Economic** – the cost of implementing the recommendations for example, Disclosure and Barring Service (DBS) checks, has increased but is not prohibitive.

- 3.3 **Social** - good practice in safeguarding duties further enhances health and safety, helps us maintain a good culture and meet our vision and values for both colleagues and the communities we serve.
- 3.4 **Legal** - safeguarding duties are broad and included within a huge variety of government acts and legislation including but not limited to, those pertaining to charities, children and social work, counter terrorism and security, human rights, mental capacity, modern slavery, serious violence and the rehabilitation of offenders.

4. Equality Impact Assessment

- 4.1 CFRS has considered whether individuals with protected characteristics will be disadvantaged by the recommendations within the self-assessment mentioned at Paragraph 2.1.1 above. Due regard has also been given to whether there was an impact on people who identify as being part of each of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

5. Background

- 5.1 More than ever, safeguarding within the fire and rescue sector has been a core focus area of modern day agendas across prevention, protection and response. As key members of 'Safeguarding Boards', we strive to provide assurance around safeguarding practices within our organisation and as a partner.
- 5.2 The NFCC has supported services over recent years and provided sector specific guidance and a self-assessment framework to audit and report against key duties and responsibilities; CFRS has been keen to ensure that such guidance is incorporated as 'business as usual' at the earliest opportunity.

6. Governance

- 6.1 Safeguarding is discussed within quarterly meetings attended by the Assistant Chief Fire Officer, Head of People and Head of Safeguarding. The purpose of these meetings is to review the options available that support the recommendations within the safeguarding self-assessment and to ensure efficient and effective practice.

7. Audit - NFCC Safeguarding Self-Assessment Update

- 7.1 To enable an adaptive approach the self-assessment toolkit is divided into nine separate categories and then further divided into subsections. When reviewed, a status is assigned allowing progress to be tracked:

Rating	Status	Comment
Red	High priority	Little evidence that this has been actioned
Amber	Actions in place	What they are, actions currently on-going to ensure completion
Green	Action is complete	

- 7.2 In February 2022, the first ever CFRS safeguarding self-assessment evidenced the following status in terms of the subsections;

Red	6
Amber	38
Green	17

- 7.3 These results led to the creation of a working group in order to ensure key deliverables were actioned in the most efficient and effective manner. A further review was completed by the Head of Safeguarding in January 2024 and the results can be seen in the table below:

Category	No. of subsections	Red	Amber	Green
1 Senior management commitment to the importance of safeguarding	8	0	0	8
2 Clear statement of Service responsibilities	9	0	2	7
3 There is a clear line of accountability within the Service for safeguarding and promoting the welfare of children and adults	5	0	4	1
4 Service development considers the need to safeguard and promote welfare of children and adults at risk	3	0	1	2
5 The Service has regular training, supervision and appraisal of staff with regard to safeguarding children and adults at risk	8	1	5	2
6 Safer Recruitment and Managing Allegations	11	0	1	10
7 There is effective inter-agency working to safeguard and promote the welfare of children and adults at risk.	7	0	2	5
8 Information Sharing	5	0	2	3
9 Working with children and adults at risk	6	1	3	2
Total	61	2	20	40

- 7.4 Over the last two years there have been significant improvements with the review evidencing substantial shifts from red to amber and amber to green. The audit has also evidenced a clear plan of what needs to be achieved in order to demonstrate continuous improvement. The establishment of the safeguarding quarterly meetings has created an opportunity for all

contributors to meet regularly to share progress on their areas of responsibility and for the Head of Safeguarding to offer advice and guidance.

- 7.5 In July 2023 there was a change in legislation to the Rehabilitation of Offenders Act 1974 (Exceptions) (England and Wales) Order 2023 enabling fire and rescue authority employers to require a minimum of a standard DBS check of all employees. The senior leadership team at CFRS embraced this change, demonstrating a commitment to safer recruitment practices and agreed to standard DBS checks (as a minimum) for all its employees.
- 7.6 Furthermore, CFRS has incorporated into everyday practice the numerous guidance documents made available to fire and rescue services from the NFCC in terms of good safeguarding practice for example, Managing Allegations, Positive Disclosure Risk Assessment Guidance and Joint Guidance on DBS Eligibility Checks.
- 7.7 Guidance and policies have also been produced and communicated to all colleagues. Thematic briefings covering a wide range of key safeguarding agendas have also been created.
- 7.8 A new e-learning sector-specific training package has been made available as mandatory training for all colleagues and volunteers. As the training is sector specific it enables a greater understanding and awareness.

8. Summary and Next Steps

- 8.1 There has been a proactive and significant response to the findings of the last audit and since the start of collaboration between CFRS and Essex County Fire and Rescue Service Safeguarding Teams. Internally the collaboration between the Safeguarding Team and the People Group has been integral in coordinating that progress and CFRS can now demonstrate good practice in many areas. In addition to the recommendations made within the self-assessment audit and when considering the ever-growing number of government policies and agendas that place statutory duties on our sector, it is anticipated that future HMICFRS inspections will have a strong focus on how the sector satisfies their safeguarding responsibilities. The Head of Safeguarding is confident that solid progress has been made and that future inspections will highlight good practice within CFRS.
- 8.2 When reflecting upon the significant number of legal and moral duties, it is recommended that the Service broadens its understanding of both counter terrorism and in particular the PREVENT Agenda, as well as statutory duties contained within the Serious Violence Duty. Training in these areas will remain the main area of concentration for the next 12 months and additional training and guidance will ensure learning of the key duties mentioned above. Over the past 12 months the Service has promoted guidance on a number of key themes, including but not limited to domestic abuse, hoarding and modern

day slavery. These key themes are imperative in evidencing the organisations broader understanding of the safeguarding agenda and is a reflection of effective practice in both Local Authority Audits and NFCC Professional Standards.

- 8.3 As we look ahead, data reporting is critical for the identification of intelligence-based risk and how best risk can be mitigated. Quarterly meetings for safeguarding are already in place. The benefits of interrogating the substantial information available to our organisation not only from the Multi-Agency Safeguarding Hub but other key stakeholders is imperative when considering future practice.
- 8.4 Continuation of promoting and effectively communicating our commitment to safeguarding across the whole organisation will ensure awareness is raised of both the legal and moral obligations we must satisfy to not only our partners but communities, staff, volunteers and those that govern us.

Source Documents

None

To: Cambridgeshire and Peterborough Fire Authority

From: Deputy Chief Executive Officer - Matthew Warren

Presenting officer: Democratic Services Officer – Dawn Cave

Telephone 01223 699178
dawn.cave@cambridgeshire.gov.uk

Date: 15 February 2024

Dates of Fire Authority Meetings 2024-25

1. Purpose

- 1.1 To consider the scheduling and co-ordination of dates of meetings of the Authority and its Committees.

2. Recommendations

- 2.1 The Authority is asked to agree the schedule of meetings for 2024/25.

3. Risk Assessment

- 3.1 Political – It is important to agree the schedule of meetings for 2024/25 in advance to ensure the effective operation of the Fire Authority’s democratic process.

4. Schedule of Meetings 2024/2025

- 4.1 A schedule of meetings for 2024/24 is attached at Appendix 1. The schedule has been prepared taking into account future key meetings proposed for Cambridgeshire County Council and, where available, Peterborough City Council. School holidays, including half term dates, have also been avoided where possible.
- 4.2 The schedule overleaf includes the 2023/24 dates, including changes made during the year.

APPENDIX 1

CALENDAR OF MEETINGS 2023/24

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Overview & Scrutiny	2.00pm	19/07/23		04/10/23			15/01/24			22/04/24		
Policy & Resources	2:00pm	12/07/23		31/10/23		20/12/23	22/01/24			29/04/24		12/06/24
FIRE AUTHORITY	2.00pm				09/11/23	20/12/23		15/02/24				20/06/24
Seminar	10.00am				09/11/23			15/02/24				20/06/24
Performance Review	4:00pm	12/07/23						15/02/24				20/06/24
Appeals			04/09/23		06/11/23		29/01/24		27/03/24			03/06/24

CALENDAR OR MEETINGS 2024/25

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June/ July
Overview & Scrutiny	2.00pm	03/07/24		09/10/24			15/01/25		26/03/25			
Policy & Resources	2.00pm	18/07/24		23/10/24			22/01/25			03/04/25		09/07/25
FIRE AUTHORITY Seminar	2.00pm (10:00am)					19/12/24		13/02/25				25/06/25
Performance Review	4:00pm					19/12/24		13/02/25				25/06/25
Appeals			11/09/24		13/11/24		29/01/25		12/03/25			07/07/25

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES

POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
IAN GARDENER	C
SIMON BYWATER	C
DOUG DEW	LD
MANDY SMITH	C
EDNA MURPHY	LD
PHILIPPA SLATTER	LD
MOHAMMED JAMIL	L
BRYONY GOODLIFFE	L

OVERVIEW AND SCRUTINY COMMITTEE

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

WAYNE FITZGERALD	C
JOHN GOWING	C
SCOTT WARREN	C
SIMONE TAYLOR	IND
ROS HATHORN	LD
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
CATHERINE RAE	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
JOHN GOWING	C
SIMON BYWATER	C
EDNA MURPHY	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L
DOUG DEW	LD

PERFORMANCE REVIEW COMMITTEE (3 Members + 3 Substitutes)

MOHAMMED JAMIL	L	
KEVIN REYNOLDS	C	
EDNA MURPHY	LD	
SIMON BYWATER	C	Substitute
DOUG DEW	LD	Substitute
BRYONY GOODLIFFE	L	Substitute

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

BRYONY GOODLIFFE	L	
SIMON BYWATER	C	
ANDREW BOND	LD	
IAN GARDENER	C	Substitute
SEBASTIAN KINDERSLEY	LD	Substitute
MOHAMMED JAMIL	L	Substitute

FIRE AUTHORITY DISCIPLINARY AND GRIEVANCE COMMITTEE (3 Members + 3 Substitutes)

WAYNE FITZGERALD	C	
CATHERINE RAE	L	
PHILIPPA SLATTER	LD	
JOHN GOWING	C	Substitute
ANDREW BOND	LD	Substitute
BRYONY GOODLIFFE	L	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 3 Substitutes)

KEVIN REYNOLDS	C	
MOHAMMED JAMIL	L	
SEBASTIAN KINDERSLEY	LD	
MANDY SMITH	C	Substitute
DOUG DEW	LD	Substitute
CATHERINE RAE	L	Substitute

COMBINED AUTHORITY

Combined Authority	EDNA MURPHY (SUBSTITUTE: MOHAMMED JAMIL)	LD L
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MEMBER CHAMPIONS/LEAD MEMBERS

[Not subject to proportionality]

Equality and Inclusion	MANDY SMITH MOHAMMED JAMIL
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LOCAL GOVERNMENT ASSOCIATION

EDNA MURPHY	LD
MOHAMMED JAMIL	L
KEVIN REYNOLDS	C

LOCAL GOVERNMENT ASSOCIATION FIRE SERVICE COMMISSION

EDNA MURPHY	LD
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