

To: Cambridgeshire and Peterborough Fire Authority
From: Assistant Chief Fire Officer – Jon Anderson
Presenting officer: Assistant Chief Fire Officer – Jon Anderson
Telephone: 07711 444201
Email: jon.anderson@cambsfire.gov.uk

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Review of Integrated Risk Management Plan Performance

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update of delivery against our Integrated Risk Management Plan (IRMP) 2020 - 2024.

2. Recommendation

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

3. Risk Assessment

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

4. Equality Impact Assessment

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

5. Background

- 5.1 The IRMP is a public facing document covering a four year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The Service's IRMP 2020 – 2024, published in April 2020, will cover the period from April 2020 to March 2024. This report focuses on the progress made against the action plan in year one (2020 - 2021).
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring - we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are a number of activities we committed to deliver in our IRMP for 2020 - 2024. These are listed in paragraphs 6 to 9, accompanied by a short explanation.

6. People Excellence Delivery Update

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

The COVID-19 pandemic took our staff engagement work in a different direction but it has remained a key consideration throughout our journey through the pandemic. In the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) staff engagement survey, carried out in October 2020, our Service scored above average compared to all fire and rescue services in the majority of areas confirming that we have managed to maintain staff engagement rates throughout the last 14 months. To reaffirm this we carried out our own survey in January/February 2021 and the results showed that 83% of staff remain satisfied or very satisfied at work and 86% of staff are satisfied with Cambridgeshire Fire and Rescue Service (CFRS) as an employer, rising to 94% in some staff groups.

We will now analyse the data in more detail and use the results to understand where we can continue to enhance staff engagement and develop our culture.

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

We have created and communicated our Wellbeing Strategy which received high praise from staff and the Fire Authority. This is supported by an action plan that will continue to change and evolve over time and will be informed by staff feedback from the mental health and wellbeing (MHAW) survey and the ongoing work of the new MHAW Adviser who started in post on 1 June 2021. We have also begun the roll out of bespoke MHAW training as we recognise the importance of all staff being able to have an awareness of MHAW, both for themselves and others and know where they can access help and support. It is also important to the Service to continue to lift any stigma so that people feel able and supported to communicate any issues.

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

We have designed and begun to implement a two year positive action strategy, built upon the six pillars of Engage, Equip, Empower, Embed, Evaluate and Evolve. The purpose is to engage and build relationships with a wider range of diverse groups within our local communities, in order to benefit both recruitment and community safety work. The positive action team continue to work proactively and collaboratively with recruitment team colleagues to improve workforce diversity for example, supporting virtual workshops as part of our most recent wholetime recruitment campaign, including workshops for targeted under-represented groups. The diversity of applications for roles in all areas of the Service continues to rise, with ongoing work to ensure that this is fully translated into the diversity of those joining our workforce.

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

- collaborative development programmes with other fire and rescue services and partner organisations,
- building leadership and management skills for the future
- strengthening opportunities for staff to be responsible for their own learning, balanced with growing manager accountability for facilitating development of their staff.

We continue to evolve our leadership development programmes based on participant feedback and evolving organisational context and to collaborate with colleagues in Bedfordshire and Hertfordshire Fire and Rescue Services. This year we have begun working on plans for a new collaborative senior leader development programme (in addition to our middle leader programme). We have expanded our suite of development portfolios, now available for all operational roles to Group Commander, for supervisory managers in Combined Fire Control and for entry level and supervisory and middle leader professional support roles (core elements). We launched a new online coaching resource and launched use of a new coaching cohort, with business coaches from all areas of the Service trained and accredited to support development via quality coaching. Our learning and development and training centre teams also work collaboratively to ensure a joined-up approach to maximising development opportunities for example, through operational middle manager development days.

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

We have continued to promote the importance of quality conversations about performance and development via a number of forums and assess the value people deem their PDR conversations to have via both survey and informal feedback for example, HMICFRS staff engagement survey, our own wellbeing and engagement check-in survey and via conversations at station and team visits, as well as through levels of engagement with our Development Advisory Board. We also delivered evaluation focus groups with both managers and staff, to learn more about how we can continue to improve the value that everyone takes from their PDR conversations. Ongoing actions have been built into the 2021 IRMP action plan accordingly.

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

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

Our Development Advisory Board continues to embed our succession planning activity, with use of initial succession planning grids in early 2020 now being further refined. The impact of this was evidenced by the identification of a potential dearth of future talent at Watch Commander level; actions were put in place to address. A review of all apprenticeships has been undertaken and resulted in recommendations for the formation of a cross-organisational working group to drive forward a co-ordinated apprenticeships strategy for the future. This will include an apprenticeship toolkit to enhance the awareness of these schemes. Work to offer a shadowing programme was delayed due to the pandemic but is built into the 2021 IRMP action plan.

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

We continue to engage with all applicants to understand their candidate experience and where relevant, offering support and advice on areas to develop for future applications. A working group has explored further the barriers to internal promotion and recommendations to move towards a more evidence-based assessment via a development portfolio of evidence (as opposed to one-off assessment centres) have

been accepted. This will roll out from 2023; the significant lead time is needed to design and prepare our people for such a large change. Considering our workforce planning profile for the coming years, a further working group has also explored the benefits of moving to a programme of rolling recruitment for wholetime (rather than big annual campaigns) allowing greater flexibility for the impact of positive action and greater control of the internal resource demands. This has also been approved and will commence from 2022. Finally, we have been working with stakeholders from across the Service to understand and implement opportunities to take advantage of funded placements via the Government Kickstarter Scheme, offering work placements to young people at risk of long-term unemployment as a result of the pandemic; the first placements are expected to start in summer 2021.

7. Community Safety Excellence Delivery Update

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

We continue to engage with our partner agencies to refresh data sharing agreements to enable us to target our intervention activities at our most vulnerable people in our communities. We are currently in the process of signing a data sharing agreement with Anglian Water to further grow our data set that is used to identify those most at risk from fire in our county.

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

Our Fire Break Programmes have been reviewed and evaluated and a new “Fire Break One” has been created which allows the programme to be delivered outside removing the barriers that are in place due to the pandemic. Looking forward we still have a number of Fire Break (or Fire Break One) courses that are programmed to run this year to help develop and support identified young people across Cambridgeshire. We are able to continue to deliver virtually a condensed Safety Zone Programme, school talks and consequences sessions.

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

Last year we evaluated all of our intervention strategies and where required made improvements; Jet the Dragon (a story book) has been launched and our crews have continued to interact with children and young people virtually during the pandemic. There are no plans at present, following the evaluation, to look to widen our current intervention schemes to fire cadets or other youth engagement options; we will continue to focus our efforts on Fire Break. Looking ahead we will be working regionally on our approach to the ‘Staywise’ Programme. This is a one stop shop for educational information about how children and young people can keep themselves safe including information from all blue light partners.

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

We continued to engage with businesses last year through tabletop (virtual) audits. These audits are a temporary measure and will attract a full audit when appropriate. Higher risk premises continued to be audited in person. This process was developed in response to the pandemic and has worked well. We have also evaluated our work within fire protection and recently held our first business online seminar which was extremely well received by the attendees. We will deliver more of these events throughout 2021 as well as launching our new business engagement process designed to support crews returning to compliance checks and supporting businesses.

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

The sprinkler strategy has been drafted and shared with the local authorities for comment before being signed off. This strategy will enable us to work with partners to drive this strategy which fundamentally focuses on the fitting of sprinklers in all non-domestic premises and where possible domestic. The fire protection team will then be looking to run another national sprinkler seminar/conference later this year to bring all key partners together to help support this piece of work and hopefully continue to gain buy-in nationally across the fire and rescue service.

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

We have been fortunate enough to part fund a two year post within the organisation dedicated to road safety. We are fully engaged with 'Vision Zero', the strategy set by Cambridgeshire and Peterborough Road Safety Partnership. CFRS will continue to lead on the workstream of 'Safer Vehicles' over the coming year. We continue to deliver our 'Be Water Aware' campaign which will start shortly in preparation for the summer holidays.

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

The community safety group has focused a lot of effort in reviewing all its activities, campaigns and programmes to ensure they continue to deliver what we want them to and where they don't, either make improvements, consider if there are any benefits to continuing, stopping the activity and/or seeking a different solution. This process is now embedded across the group and has been recognised in the initial findings from the recent HMICFRS inspection.

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

We have reviewed our roles in some departments and were able to create two new risk and resilience Officer roles to better support the work prevention and resilience

groups undertake in relation to community risk reduction/prevention. We are also looking to better support our communities by widening our support when delivering safe and well visits especially in areas we know are prone to flooding. Joint visits to key risk sites or pre planning for events will happen more frequently as we move into 2021 ensuring we are as efficient as we can be in collecting risk data across all three groups (including operational risk).

8. Operational Delivery Update

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

We have just completed a review of the Day Duty Trial Agreement. Overall, the trial did not deliver all the objectives we hoped it would however it has identified some positive benefits that we are now working through with our staff and their representatives.

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

We have now started using our On-Call to deliver safe and well visits in our rural areas. This has been well received by the On-Call and has allowed us to reduce risk in those areas while improving the service delivered to those communities.

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

Last month we started our pre boarding work with our new On-Call recruits. This has been implemented following feedback from the On-Call and potential recruits about the excessive time between applying to join the Service and starting training. Our pre boarding aims to address this issue and improve the recruitment experience of our On-Call staff.

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

The replacement of our new mobilising system is currently the priority focus in our control room. With our Suffolk colleagues we have agreed additional resourcing where necessary or diverted existing resources to support this work. Despite the significant technical challenges posed by this project and the impact of the pandemic we are still progressing well and hope to go live in the autumn.

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

This year has seen the introduction of two new turntable ladders which will enhance our response capability. A trial of electric vehicles over the next 12 months will continue to show our commitment to modern technology and our ongoing environmental improvement strategy.

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

Proactively supporting, both regionally and nationally, CFRS continues to be in a strong position in aligning with national operational guidance.

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

Training centre staff have continued to fully engage in the design of the new training centre at St Johns. We have secured contracts with partners ensuring access to risk critical training during the build period of the new Huntingdon site.

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

The training review project stays on track for completion in the summer of 2021. This will see the introduction of new ways of working and a shift system that offers equal access to centrally delivered training across all duty systems.

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

We have undertaken a review of our current operational assurance processes, which has resulted in improvements in our de-briefing and exercising programmes. The 12-month pilot of a new incident command training provider will ensure our operational commanders receive consistent and realistic training across all levels of command.

9. Value for Money Delivery Update

- 9.1 Introduce the replacement national emergency service communication system.

We have continued to respond to all work requests from the central project. The project timelines have moved and we continue to consider future impacts of this project on our infrastructure as we continue to develop this.

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

Good progress has been made on the implementation on our new mobilising system with the new infrastructure in place at Dogsthorpe for the secondary combined fire control room. The station end equipment at all stations has been replaced to upgrade technologies to support new security requirements. The new Mobilising and Integrated Communication Control system has been through satisfactory factory acceptance testing and has now been delivered to the Service, installed at Dogsthorpe and partially installed at Service Headquarters to allow for site

acceptance testing. Work will be continuing in this financial year to complete testing, data loading and training to make the new system live.

9.3 Collaboration with other blue light services, including a rationalisation and sharing of estates and well as looking for joined up working practices.

Exploring opportunities for sharing our estate with blue light partners continues. We have seen the introduction this year of a blue-light collaboration in the use of drones across Bedfordshire, Cambridgeshire and Hertfordshire, providing resilience and a reduction in overall costs of this key asset.

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

Last year we delivered new cloud-based STEP processes for sickness absence which included the collection of COVID related data and various other smaller processes while we continued to migrate the last in-house process to the STEP cloud. This year we will complete the migration and shut down the in-house STEP process server then start working on the next service priorities.

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

Significant emphasis has been placed on improving value for money in our software licencing. As a result, all staff have been migrated to Microsoft 365 to improve access to information from any location and to provide the ability to more easily collaborate and share information with partners. Staff who have the ability to work remotely have been provided with laptops to improve working conditions and video conferencing facilities have been provided at all premises to enable all staff to be fully engaged in virtual meetings. The move to Microsoft Teams has enabled staff to work more effectively when remote from CFRS premises, while the new Wi-Fi provision will, when fully implemented, improve connectivity for both staff and visitors using our premises.

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

The commercial team has worked with groups/departments and budget holders to identify spend across all categories both in contract spend and off contract spend, work with budget holders to raise commercial awareness and encourage early engagement in potential tender opportunities to ensure they run as efficiently and effectively as possible and deliver value for money. This information has also been submitted to the wider NFCTP Programme looking at contractual arrangements and spend across the sector and have been actively working within the national programme to review contractual arrangements and identify future collaboration opportunities and appropriate framework agreements for work in the pipeline.

The commercial team has worked with Heads of Groups to identify procurement pipelines and consolidate opportunities where possible.

CFRS has submitted significant data over the last twelve months with regard to third party spend, future pipelines and project specific questionnaires, which include current spend and predicted spend for areas such as but not limited to fleet, apprenticeships, operational equipment and clothing to inform future procurement strategies and priorities.

The commercial team worked with the wider blue light organisations and local resilience forum to procure COVID related goods and services to consolidate buying power and reduce unit costs whilst having confidence, through the collaborative due diligence processes, that goods procured met necessary standards for the Authority.

The post Brexit procurement amendments have been incorporated into our procurement processes.

A Commercial Awareness Strategy has been drafted to “Raise Commercial Awareness” across the organisation to improve procurement and commercial processes from initial concept pre-procurement to end of contract life and transition and to support this training packages have been developed for delivery in 2021/22.

In addition to the above, preparations have been made to introduce new procurement regulations into the Service once enshrined in law and amend current processes accordingly.

9.7 Review how we use our resource across the organisation during periods of operational high demand.

We have learned some valuable lessons from our experience during the winter flooding and will seek to build on this for next year. We are starting to prepare for our potential summer peaks ensuring we have the resources available to meet any increase in demand.

10. IRMP Performance Review 2020/21 End of Year Performance

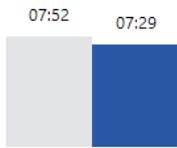
10.1 Our performance against our IRMP performance measures is monitored on a quarterly basis; below is the end of year performance for 2020/21.

We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.

Within this IRMP we have changed the denotation of urban and rural areas to match the definitions provided by the Office of National statistics, which links it to the population.

Urban

Call Year to Date ▼ -4.8%



The average attendance time for the first pump in urban areas remains positive and within our 9-minute performance measure. We are on average attending in 7:29 compared to the previous year of 7:52. This has been impacted by COVID and the reduced traffic on the roads.

Rural

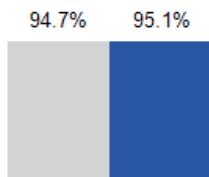
Call Year to Date ▼ -2.1%



Within rural areas the first pump has been over our 12 minutes performance measure and we completed the year at 12:11.

All incidents

Call Year to Date ▲ 0.3%



We have seen the measure for the first pump in attendance within 18 minutes on 95% of occasions at 95.1%. This is very positive and shows an improvement from last year to bring us within our performance measure.

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

The number of primary and secondary fires.

The number of associated deaths and injuries from fire.

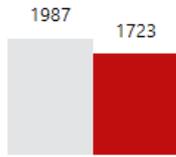
The number of people killed and seriously injured on our roads.

The number and type of special services that we attend.

The diversity of job applicants and employees.

Total fires

Call Year to Date ▼ -13%



The total number of fire incidents attended are down on last year by 13% to 1,723 this year.

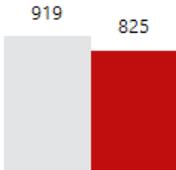
Of the 1723 total fires, 825 were primary fires, 868 were secondary fires and 30 were chimney fires.

All districts have seen a reduction in fires.

This is equivalent to 57 less fires in rural areas and 207 less fires in urban areas.

Primary Fires

Call Year to Date ▼ -10%



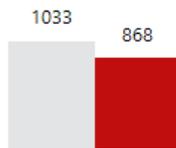
The total number of primary fires attended are down on last year by 10% to 825 this year.

There have been reductions in road vehicle fires (down by 51 fires), primary outdoor fires like stack fires (down by 24 fires) and dwelling fires (down by 21 fires).

All districts have seen a reduction in primary fires.

Secondary Fires

Call Year to Date ▼ -16%



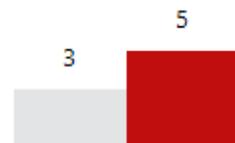
The total number of secondary fires attended are down on last year by 16% to 868 this year.

There have been 144 less refuse fires this year compared to last.

All districts have seen a reduction in secondary fires.

Fire Deaths

Call Year to Date ▲



There have been five fire related deaths over the past 12 months resulting from four separate incidents.

Two incidents were accidental dwelling fires and two incidents were road traffic collisions from which fires started.

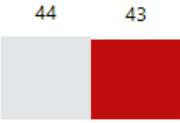
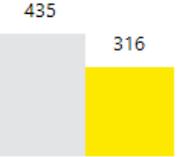
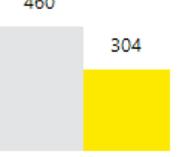
Three males, one female and one gender not known.

Ages were 3, 7, 88 and with two persons of unknown age.

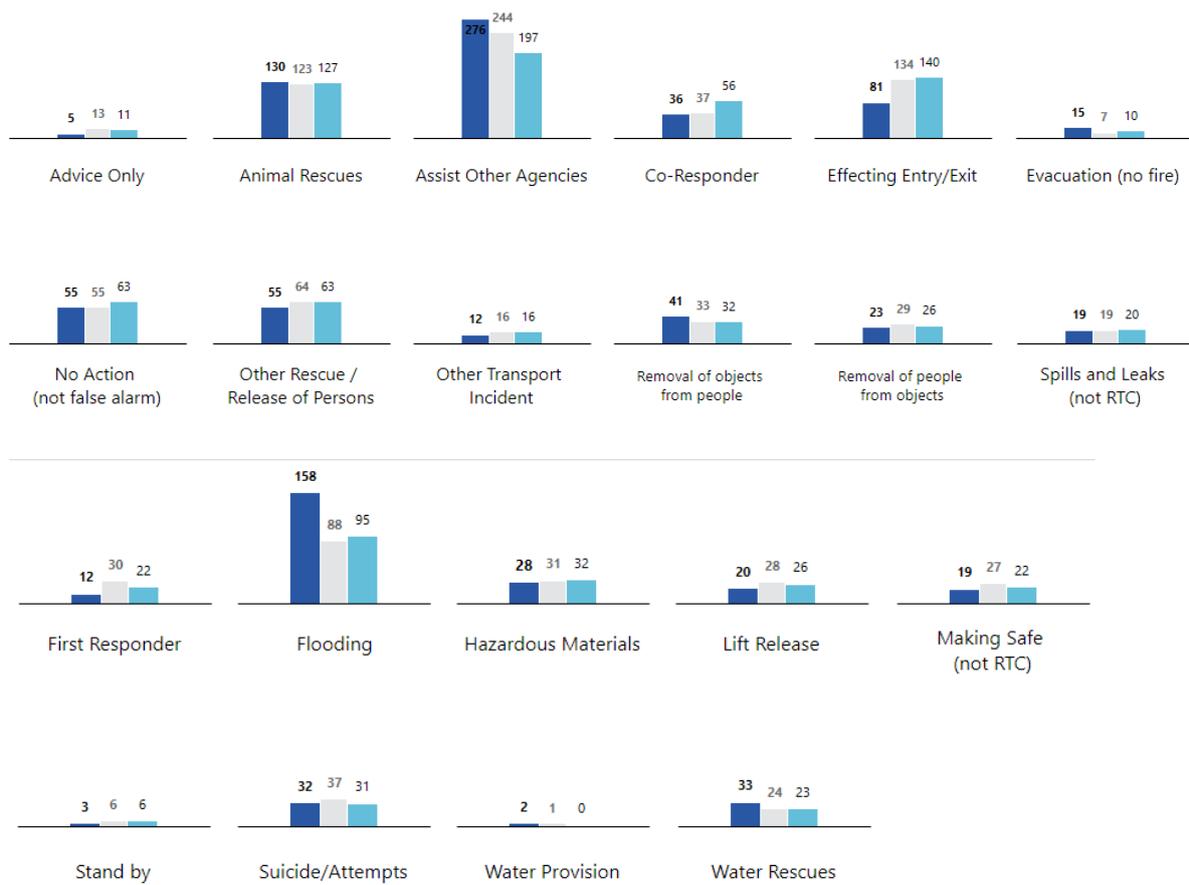
Fire Casualties

The total number of fire related casualties are down on last year by 2% to 43 this year.

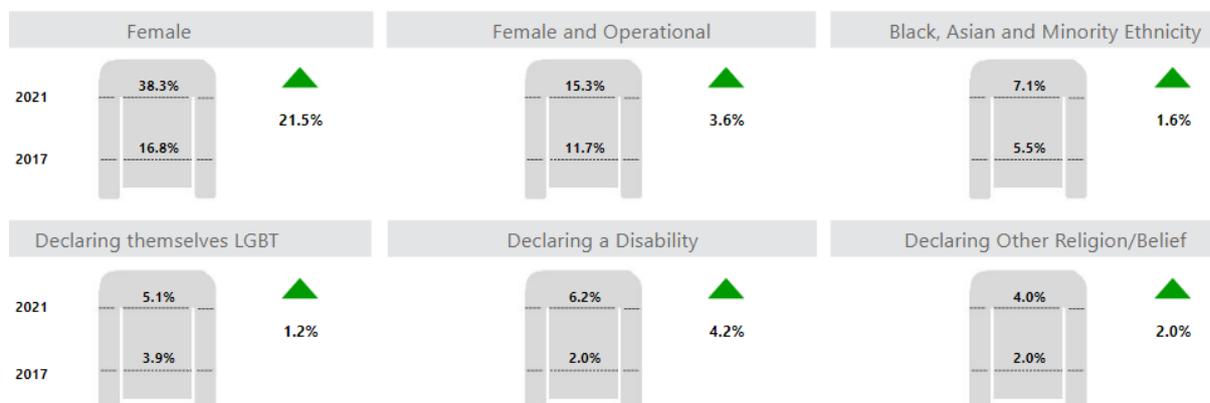
The 43 casualties resulted from 36 separate incidents.

<p>Call Year to Date ▼ -2%</p> 	<p>25 incidents were dwelling fires, five were non-residential premises, three were road vehicle fires, two were outdoor fires and one was a boat fire.</p> <p>The severity of injury of the 43 people breaks down as follows; one person sent to hospital with serious injury, 26 people sent to hospital with slight injury, 12 people with first aid at scene and 4 people had a check recommended.</p> <p>33 males, 14 females and one person gender not known.</p>
<p>Road traffic collisions attended</p> <p>Call Year to Date ▼ -27%</p> 	<p>The total number of road traffic collision incidents attended by the fire service is down on last year by 27% to 316 this year.</p> <p>This has been because of the reduction in road journeys during the lockdown periods.</p>
<p>People killed or seriously injured in road traffic collisions (Police data)</p> <p>Call Year to Date ▼ -34%</p> 	<p>The total number of people killed or seriously injured in road traffic collisions are down on last year by 34% to 304 this year.</p> <p><i>The current system (started April 2016) records details of road traffic collisions involving human death or personal injury which occurred on the public highway which were reported to the Police within 30 days of occurrence and in which one or more vehicles are involved, in accordance with Department for Transport STATS 20 instructions.</i></p> <p><i>The data should be regarded as unverified. The Department for Transport will be releasing the verified 2020 calendar year figures shortly. That said, it is unlikely that the totals will be very different from what is being reported here.</i></p>
<p>Special service incidents attended</p> <p>Call Year to Date ▲ 1%</p> 	<p>The total number of special service incidents attended is up on last year by 1% to 1057 this year.</p> <p>Flooding incidents have been noticeably higher this year (158) compared to last year (88). We have also seen an increase in water rescues this year (33) compared to last year (24) due to spate flooding conditions.</p>

Type of special service incidents attended



Applicant diversity



Positive increase in females overall and female operational applicants. Over the past year there have been 248 female applicants, of which 51 were female operational applicants.

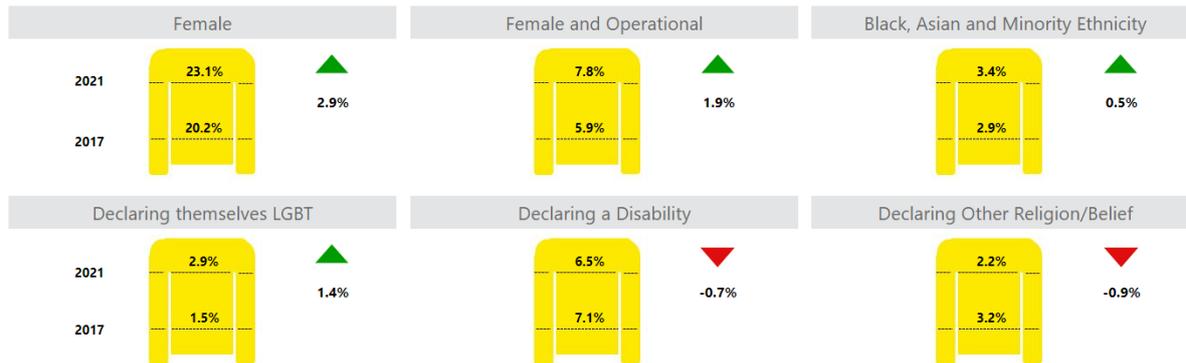
Positive increase in BAME applicants at 7.1% of total applicants (equivalent to 46 people).

Positive increase in people declaring themselves lesbian, gay or bisexual at 5.1% of total applicants (equivalent to 33 people).

Positive increase in people declaring a disability at 6.2% of total applicants (equivalent to 40 people).

Positive increase in people declaring other religion or belief at 4% (equivalent to 26 people).

Workforce diversity



Positive increase in females overall and female operational staff. As of 31st March 2021, there were 175 female staff, of which 40 were female and operational (wholetime and On-Call).

Positive increase in BAME staff at 3.4% of total staff (equivalent to 26 people).

Positive increase in people declaring themselves lesbian, gay or bisexual at 2.9% of total staff (equivalent to 22 people).

Slight decrease in people declaring a disability at 6.5% of total staff (equivalent to 49 people). Approximately 79% of staff have responded to this question in ResourceLink, so we may find that the percentage of staff with a disability may be higher if the remaining 21% of staff were to respond.

Slight decrease in people declaring other religion or belief at 2.2% of total staff (equivalent to 17 people).

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

The number of non-domestic fires.

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

Non-domestic fires

There have been 160 non-domestic fires in 2020/21 compared to 159 non-domestic fires in 2019/20.

The total number of accidental non-domestic fires are up on last year by 3% from 109 to 112 this year.

	The number of deliberate non-domestic fires is down slightly from 50 to 48 this year.
Number of business engagements	There have been 16 business engagements in 2020/21 compared to 825 engagement jobs in 2019/20.
<p>To ensure that we are delivering value for money for our communities, we will monitor:</p> <p>Our collaborations and the benefits that these bring to us, our partners and to our communities.</p> <p>Savings that we achieve through improving our business practices. These may be financial or more efficient ways of working.</p>	
<p>Collaborations and benefits</p> <p>We collate details of all our collaborations on our collaboration register and monitor the benefits that these are delivering whether to the Service, to the community or to our partners.</p>	
<p>Savings and business process improvements</p> <p>Savings made throughout the year are monitored and recorded on our savings register. We are also required to submit returns to the Home Office on these. We log savings made through contracting and collaborations.</p>	

Bibliography

Source Document: IRMP 2020 – 2024

Location: Hinchingsbrooke Cottage, Brampton Road, Huntingdon

Contact officer: Jon Anderson, 07711 444201 jon.anderson@cambsfire.gov.uk