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## Annual Review of Performance – Integrated Risk Management Plan 2020-2024

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an (annual) update of delivery against our Integrated Risk Management Plan (IRMP) 2020 to 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 to 2024, published in April 2020, covered the period from April 2020 to March 2024. This report focuses on the progress made against the action plan in year four (2023 to 2024).
- 5.2 The integrated risk management process is supported using risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our strategic and tactical risk, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are several activities we committed to deliver in our IRMP for 2020 to 2024. These are listed in Paragraphs 6 to 9, accompanied by a brief explanation of progress made in this year for the closure of the IRMP 2020 to 2024.

## 6. People Excellence Update

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

We carried out an employee engagement survey in October 2022, presenting the outcomes to all colleagues in January 2023. The results showed a 9% improvement in overall employee engagement compared to 2019 and an overall engagement score of 79%. In many areas we scored above the fire service sector benchmark used by the external provider. In May and June 2023, the insights were explored with managers in culture seminars and throughout the year the leadership team held workshops with our wholetime colleagues to listen to their views about a variety of topics in the engagement survey, including a women's development day.

In our wider culture journey work, we completed an equality and inclusion maturity model self-assessment tool to reflect on our current work and identify next steps. The actions from this became part of our people plan. The maturity model tool was created by the National Fire Chiefs Council (NFCC) in partnership with Deloitte.

We reviewed the spotlight report on culture that was published by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) at the end of March 2023 and integrated the actions into our people excellence plan. The progress against these actions has been published on our website. We reviewed and completed gap analysis on other fire and rescue services independent reports on culture and any agreed actions have been built into our people plan.

We had our third inspection and were graded 'Good' for promoting values and culture and promoting fairness and diversity.

We refreshed our Service values and behaviours in consultation with colleagues and with due consideration to the national code of ethics, through workshops and surveys we gathered feedback and modernised and simplified the language whilst keeping the core values that make our Service culture positive and inclusive.

We reviewed the channels in place should colleagues need to raise a concern and in addition to the internal procedures we have in place to support colleagues, we introduced an external independent reporting line and have received positive feedback about its introduction in the event that colleagues may need to use it in the future.

We completed an annual equality and inclusion benchmarking assessment with the Employers Network for Equality and Inclusion and are proud that we were given a silver award.

We reviewed our internal engagement channels post-pandemic to ensure that we have the most appropriate channels in place to give all managers and colleagues the opportunity to speak with the leadership team on a regular basis.

Using feedback from colleagues, we reviewed and relaunched our recognition channels to bring nominations into one simple process.

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

A Psychological Wellbeing Practitioner has been appointed which has enabled the provision of low-level counselling within the Service. This continues to be supplemented by a contract with a provider for specialist counselling where required.

Online training courses continue to be delivered by the Fire Fighters Charity which are well received by colleagues.

Work is ongoing with our medical insurance provider to raise awareness of offerings available to colleagues to support their mental health and wellbeing.

We have started a project to review our post traumatic incident support for operational colleagues.

We reviewed how we can further support the wellbeing of colleagues who, due to our shift patterns, have secondary contracts of employment. We put in place an updated policy and procedure to give leaders greater visibility and oversight of total hours worked per person, including internal and external secondary contracts. This has enabled managers to have meaningful, supportive wellbeing conversations.

## **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 reviewed the latest census data and updated our station community engagement dashboards for watches to focus their engagement activity on all groups in our community.

We created and launched an online community engagement forum to ask members of the community their views on a variety of topics; we received good interest and feedback through promotion of this on social media. We used this channel, as well as social media, local media and partner networks as part our Community Risk Management Plan (CRMP) 2024 to 2029 risk consultation with the community and

received feedback from over 1000 members of the community, from a diverse range of backgrounds. We will use information collected from the CRMP survey to enhance our external communicational channels for future communication about our services and recruitment.

We reviewed our provision for colleague neurodiversity support and put in place a new provider for specialist coaching and a process to engage further with 'Access to Work' for enhanced advice and support, in addition to the existing neurodiversity support procedure. We reviewed our process to enhance collaboration between occupational health and our people team to provide holistic support. We worked with an external training provider to create a new workshop on managing neurodiversity at work that has been well attended.

In addition to the menopause workshops and risk assessment that we launched last year, we reviewed our menopause guidance and developed menopause training that is now being rolled out to all colleagues in the organisation. We reviewed our menopause support and introduced more sanitary provisions and portable toilets on appliances for use at longer incidents. We have led the setting up of a national network of menopause champions and secured agreement and support from the NFCC to hold a national 'Menopause in Fire' conference which took place in September 2023 with excellent feedback.

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

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

We developed a face-to-face inclusive leadership training session for all managers with an external provider, the content was based on feedback from managers, our values and current case studies. This has been rolled out to all full-time managers and is now being delivered to On-Call managers. We also developed values and inclusion training sessions that are now being rolled out to all employees focused on our inclusive values.

We reviewed and updated our safeguarding policies and introduced a new eLearning module for all employees and new starters.

We started a review of our training records system, which included a survey to all employees and meetings with stakeholder teams. This review had led to us starting a project to look at the options of how we improve our training records system, starting with the reporting of operational training.

We reviewed and relaunched our leadership development programmes including our effective leadership programme with Hertfordshire and Bedfordshire fire and rescue services and the NFCC Supervisory Leadership Development Programme.

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

We reviewed our approach to 360 feedback and researched a range of tools available, choosing one that is based on the FACET personality profile that nearly all employees have completed in previous years. The FACET 360 tool for leaders and managers

mitigates the bias found in more traditional 360 tools that only present the feedback against a standard leadership model. The new 360 tool is now being rolled out to all leaders and managers with the purpose of raising self-awareness and enhancing personal development.

We reviewed our suite of skills workshops, including a survey to all colleagues, to ensure that the topics being covered are current and meeting the needs of those who wish to develop in their current roles or for progression. We relaunched the new suite of workshops; they were well attended and received positive feedback.

We reviewed the content of our leavers conversation to ensure that it encourages a broad conversation about our culture and service delivery so that we can review the feedback from these conversations and identify any areas for improvement.

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

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

We reviewed the development portfolios we launched last year for wholetime and Combined Fire Control progression from firefighter through to crew commander, watch commander and station commander, based on national operation guidance, our values and leadership attributes. We created the second version, based on feedback from colleagues and relaunched them with the aim of continuing to support progression to meet our succession planning needs.

We reviewed our approach to talent and succession, including coaching and mentoring and have scoped a project that will commence in the next CRMP year.

We took the opportunity to bring in three new apprentices across the Service, into fleet and digital learning.

#### **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 have created a new attraction strategy for the Service that includes promoting our good culture and approaches to equality and inclusion. This initiative has now been scoped with stakeholders and the actions will continue into the new CRMP year. The aim is to remove any unnecessary barriers, perceived or process, to people joining the organisation.

We have created a pool of external assessors who have started to take part on interview panels for senior leadership roles. External assessors are people in our community who are in senior leadership roles outside of our organisation, who can provide an independent view to the internal interview panels which mitigates unconscious bias.

We also refreshed our pool of community assessors for our wholetime recruitment assessment days. Community assessors come from a range of backgrounds and are

given training in assessing so that they can provide an independent view to the internal interview panels which mitigates unconscious bias.

In our last wholetime campaign, in addition to our general information sessions and “Have a Go” days we also offered women only sessions to the community for positive action. Although these were attended, many female applicants did feedback that they preferred to attend mixed sessions as they felt this would be a more realistic experience of what the role would be like if they joined.

## 7. Community Safety Excellence 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 refine the use of partner data sets to target prevention activities to the most vulnerable in our community. Data sharing agreements with Anglian Water and NSR (hospital bed data) is allowing us to better target vulnerable people. Last year we did this on 84% of occasions. More intelligent use of data has also increased the times our crews are getting across the doorstep, up to 76.4% from 70.2% the previous year. Last year we delivered safe and well visits to over 6,445 vulnerable households compared with 6,244 the previous year. We continue to improve the referral pathways used by our partners using our online home fire safety tool, Safelincs, which is available on our website. Working in collaboration with fire and rescue services across the region and with EEAST, we have also introduced two community welfare officers. Primarily responsible for responding to falls in the community, these resources funded by EEAST and hosted by our service, also undertake community safety activity supporting vulnerable people.

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

Last year we continued to deliver and evaluate our Fire Break offering to vulnerable young people. The introduction of the Serious Violence Duty, in which fire services are a specified duty holder, has led to us delivering two Fire Break courses using Home Office funding. These are specifically targeted at vulnerable young people at risk of knife crime and has involved us establishing fruitful new networks with diversionary teams in Peterborough. We have also included knife awareness in the continuous professional development training received by our instructors delivering Fire Break. This allows them to better support young people in this vulnerable group.

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

We continue to focus our early intervention efforts on Fire Break and Fire Setters. We also promote the NFCC ‘Stay Wise’ programme across our offerings and social media platforms. To reach reception and key stage 1 children, we have also developed a character called Jet the Dragon. Jet has been designed specifically to deliver safety messages to early learners. To date, there have been four stories from Jet, covering general fire safety, inland water safety, coastal water safety and Halloween safety. Jet the Dragon also features on the ‘Stay Wise’ virtual resource available nationally. We have also re-introduced ‘Safety Zone’ which brings local schools and partners together to educate young children on subjects including emergency first aid, road, water and fire safety.

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

We have continued to engage with businesses through seminars and webinars as well as targeting businesses that are more likely to have a fire in a non-domestic premises. The attendance at these events has not been as successful as in previous years. Therefore, moving forward we are looking to create digital videos and infographics to help support businesses with fire safety matters.

Days of action across the county have taken place regularly throughout the year to ensure non-domestic premises are compliant with the fire safety order. We will continue to work with the local authority building control and partners to ensure the built environment is safe for the public who may live, work or visit as well as the newly formed building safety regulator (BSR) that will oversee new planning applications and current tall buildings across the county. We also sit on the Police Serious Organised Crime group (SOC Fusion) which involves sharing of risk information and joint visits to disrupt criminal activities.

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

We continue to engage with developers and local authorities to recommend the fitting of sprinklers where legislation does not require it. The plan is to deliver a sprinkler conference in 2024/25. With the introduction of new legislation and the forming of regional multi-disciplinary teams (who work for the BSR) there will be far better consultation when in scope buildings are being planned and designed allowing us to have a greater voice at an early stage of planning.

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

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

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

Last year we supported the NFCC in the development of its home fire safety visit (HFSV) and competency framework. Our intention in our new CRMP is to rebrand our existing safe and well visits to HFSV's and update the training all colleagues receive to align with the new offering. This will help us standardise and improve our HFSV delivery in line with the NFCC person centred framework. This will give us greater confidence in the HFSVs being delivered by our colleagues and allow us to effectively evaluate them. We continue to use the NFCC model of change to evaluate

our Fire Break offering and are looking at new ways to improve how vulnerable young people engage with this.

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

We continue to use expertise from across the Service to help understand and reduce risk to our communities. The community risk awareness group (CRAG), continue to act as a conduit for managing complex risk information and ensures the correct actions are taken when existing risk sites are updated or new ones are identified. We have also established a Battery Energy Storage Group (BESS). This is in recognition of the growing risk of sites within our county that are identified as using energy storage systems. We also continue to play an active role in partnership groups such as community safety partnerships, county safety advisory groups and the new high harm board. These include our role in the local resilience forum where we have been working with partners and communities to build resilience through the use of the new [www.cpprepared.org.uk](http://www.cpprepared.org.uk) website.

**8. Operational Excellence 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.**

The Operational Risk Review Project is in its final stages and has continued this year to deliver outcomes and recommendations that will help us to better understand our resourcing requirements across the county to ensure we are as productive and efficient as we can be, providing the best possible level of service to the public. We have negotiated and consulted on two new trials across the On-Call duty system. This will see two additional wholtime status fire appliances on a Saturday and Sunday as well as giving some flexibility and better remuneration back into the On-Call duty system. We have also improved our 4x4 response by purchasing two new vehicles as well as enhancing our specialist skill sets across the county to help mitigate the need for our city fire appliances from having to attend calls in rural areas, leaving them available to cover the risks in the city more often.

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

We have consulted on a new way of working across weekends. This will see two On-Call fire engines on a Saturday and Sunday become wholtime status across those days from 0800 to 1800 hours and provide flexible fire cover across the county whilst also delivering prevention and protection activities. Crews of three has continued to provide approximately 1,100 additional hours of cover per month and seen an increase in mobilisations for most On-Call stations. We have also seen a reduction in our attendance times to rural incidents over the last reporting period. We will continue to strive to ensure we have appliances that are mobilised with crews of four or more but where we can't, crews of three will be utilised.

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

The On-Call contract variation trial which has been negotiated over the last few months will offer a more flexible approach for On-Call fire fighters when providing the organisation with availability. This will also include a trial of pro rata annual leave to come in line with availability everyone else provides. At present, regardless of the



hours of cover an individual provides, each person receives the same amount of leave. This will be trialled at four to six stations initially and if successful will roll out across the On-Call for a full in-depth trial. We have continued to offer additional training sessions and exercises at our new training facility to allow On-Call colleagues an opportunity for better realistic training scenarios.

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

We continue to work hard developing our new mobilising system which will improve our resilience and efficiency in fire control. A high level of service delivery from our fire control continues. This was best demonstrated in our response to Storm Babet in October 2023. The storm front, which landed mainly in Suffolk and saw them declare a major incident, had a significant impact on our control room. During a 24-hour period approximately 1,500 calls came into the control room with 640 incidents being created. This call volume eclipsed anything we had previously experienced and demonstrated the resilience and professionalism of our control colleagues. In June 2023, Suffolk Fire and Rescue Service served notice on our highly successful 12-year combined fire control collaboration. We are currently focusing our efforts on 'going live' with our new mobilising system before we start to work on what implications the collaboration ending will have on our control room and the service it provides.

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

We have completed and updated our strategy to include sustainability within our identification and procurement of vehicles and equipment alongside maximising lifespans to support financial efficiencies. Linking into our risk work and operational learning to enhance our response, seven new fire engines with the latest technology and specialist rescue equipment have been brought into the Service across our fleet with three more to enter service in July 2024. We have procured and are developing with our manufacturer a concept fire engine to meet the needs of our future vehicles to support firefighter contamination reductions and aligned to our sustainability strategy.

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

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

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

In January 2023, we successfully moved from our training facility in Hartford Road to our new facility in Percy Road, Huntingdon where all centralised training is now delivered from. This has seen risk critical training, which has previously required the use of external venues and travel, now being undertaken on one site. We can maximise time and content of training due to the quality of the new facility.

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

We continue to proactively review the current arrangements for operational training. The new shift system we have implemented for our training instructor team ensures a seven day and evening provision to meet the needs of our wholetime and On-Call firefighters. This also provides on watch training delivery for key specialist skills to be delivered by training centre colleagues to our wholetime watches whilst they are on duty. We have introduced two posts for an initial period of two years to support additional training delivery for our On-Call colleagues and provide oversight and support of our new wholetime firefighters from recruitment to the end of their probationary period.

We have delivered a flexible bridging course programme to best recognise the skills and attributes of our On-Call firefighters who have moved into the wholetime system through our recruitment programme. We have also created and delivered our first internal wholetime firefighter training course with the second underway currently.

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

We have put in place a programme to provide external verification and learning of our operational skills. This supports the ongoing assurance of our operational training and development of our staff. We work within a newly established regional operational assurance group to benchmark against others in the sector. A key area of this is incident command where through external verification we can ensure robust assurance of our commanders. We continue to use our operational assurance programme at incidents to collect and share operational learning information nationally and internally. We have launched a project to review and deliver an improved training and competence recording system which will improve the management and oversight.

**9. Value for Money Delivery Update**

**9.1 Introduce the replacement national emergency service communication system.**

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

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

The project is making positive progress and working towards an end of summer 2024 'go live'. Training is underway for all control colleagues. Final user acceptance testing is progressing positively, and preparations are underway to transition to the new system. We have also taken over key activities on behalf of our partner fire and rescue service, which has impacted our capacity on this and to deliver other works, however the organisational priority remains to progress this project to 'go live'.

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

The On-Call Payment Process continues to work well. The digital transformation team (previously known as STEP) monitors the interface during each cut-off period and meets with the payroll team regularly to take feedback and scope suggestions for further improvements.

The first release of our On-Call recruitment process went 'live' in June 2024; this allows interested parties to create an online account and complete an electronic application form to become an On-Call firefighter. The content of the application is shared with the recruitment team electronically, reducing manual interactions and physical paperwork. This is the first phase of a much bigger process that will see the automation and movement of information through every stage of the On-Call recruitment process. We are currently scoping phase two of this process which includes suitability assessment and point of entry testing. Each stage of this process is being designed with a view to re-using as many elements as possible in future development of the recruitment processes in the other areas of the business (wholetime, control and professional support).

We have recently completed collating the requirements for the health and safety accident and near miss reporting and investigation processes. This will replace an existing Microsoft form. The proposed solution will involve development of new database integrations to improve data movement between third party systems, support data reuse and centralise internal and external reporting on the information gathered. We are working with our platform provider to confirm resources and anticipate development of this process will begin in July 2024.

**9.4 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.**

A change in Microsoft software licensing has resulted in cost savings. Additional tools have been implemented to enhance our cyber security and are working effectively. Work is continuing to complete the rollout of the new mobile data terminals (MDTs) to improve the accessibility of information on the fireground. During this MDT rollout, the ability to use the devices off the fire appliance has been incorporated to further improve accessibility.

The move away from the PSTN has continued and we are well placed to be off this legacy technology in time for the original switch off date of December 2025 (this has recently been delayed nationally until January 2027).

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

With the new finance system implemented, the team can interrogate spend data to assist with procurement planning and enabling contracts, eventually leading to supplier rationalisation. With the new procurement act coming into effect in October 2024 this should support the team with the transparency requirements.

Spend data requests for both the Home Office and NFCC Procurement Hub/Blue Light Commercial Organisation have continued to provide insight and valuable information in relation to our spend data across the Authority and highlighting collaboration opportunities.

Procurement is currently in the six-month transition period for the New Procurement Act going live on 28 October 2024. This means all our processes, forms, templates and the way we procure goods and services will change considerably and by default will enhance processes and reporting as well as provide opportunity to refine our procurement processes to fit the needs of the organisation for each related activity. This transition was expected to happen last year with 'go live' earlier this year therefore some work has already been done to streamline processes, put in more robust contract management and onboarding processes.

Whilst savings opportunities have lessened over recent months the team have still identified some considerable savings and once again these have been recorded and submitted to the Home Office.

The Procurement Exemption Request forms which require greater detail and sign off have been fully implemented and the next stage is to look at integrating this process into the new finance system rather than a word-based document. We now have a fully developed supplier risk and impact tracker; this is regularly reviewed and forms part of agenda discussions with key suppliers.

The draft sustainable procurement strategy will be finalised in accordance with the new Procurement Act for 'go live' in October, however this is now an integral part of our procurement and tendering process along with modern slavery checks, social value requirements and ethical procurement.

The new Procurement Act requires all our strategies and contract standing orders to be redrafted and work commenced on this in the final quarter of 2023/24.

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

Continued financial awareness training has been provided throughout 2023/24 and is included in the onboarding of new heads of departments as part of the finance training. A high-level session has also been provided to the middle management group so they can support their managers in managing their financial resources. Financial reporting and discussions continue in the monthly head of groups meetings as well as the quarterly 'Value for Money' meetings as a fixed agenda item.

A new financial accounting system has been implemented during the year. Improved procurement controls have been configured giving the commercial team and managers enhanced controls and visibility of purchase order requisitions and improved visibility of spend using procurement cards, as well as total spend against budget.

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

Budget and expenditure reports are provided at monthly or bi-monthly meetings where material variances are analysed and discussed in addition to the finance system having up-to-date budget verses actual reporting; this allows the budget holders to have a better understanding of the cost drivers and budget pressures.

A zero-based budgeting approach has been used again to build the 2024/25 budget meaning that budget holders were forced to do a deep dive review of their current spend and expected future spend.

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

Cross training between the digital teams has taken place to build resilience and remove single points of failure. A review of capacity within the digital teams has taken place which has resulted in enhanced provision within the development team. Digital capacity does remain an issue, and regular briefings take place with managers to highlight the digital roadmap so that expectations are appropriately managed. The Microsoft365 Project is continuing to improve the understanding and use of the provided tools across the organisation, focusing on four key workstreams.

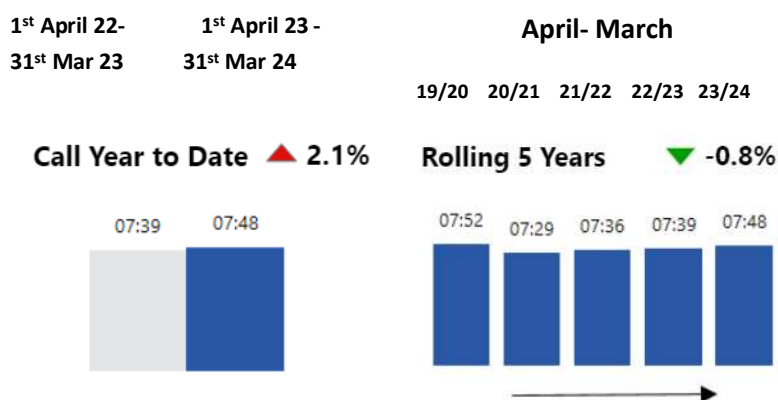
**9.8 Ensure that the Service has sustainability strategies in place and the mechanisms by which to measure and evaluate these.**

We continue to develop and work towards our sustainability goals with key strands in place to support the strategy. We utilise the review of the key areas by the Carbon Trust with an action plan being developed to drive areas of good practice, and deliver the improvements identified. We are actively working in collaboration with other partners to further explore areas of shared improvement such as the sharing of hydrogenated vegetable oil or HVO fuel. This will support our drive to net zero by 2030.

**10. IRMP Performance Review 2023/24 - End of Year Performance**

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

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



The measure remains within the attendance time measure for the most serious incidents. We ended the call year with an average of 07:48 for the first pump to most serious incidents in rural areas.

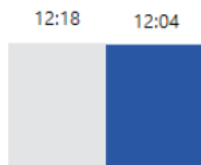
## Attendance times – first pump – most serious incidents – rural area within 12 minutes.

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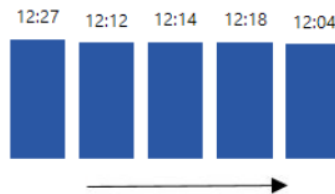
April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -2.0%



Rolling 5 Years ▼ -3.1%



The first pump rural attendance to most serious incidents finished the year slightly above our attendance time of 12 minutes at 12 minutes 4 seconds. However, this is an improvement on previous call years.

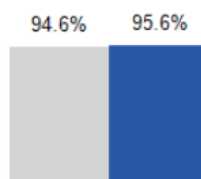
## Attendance times – first pump – all incidents within 18 minutes on 95% of occasions

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

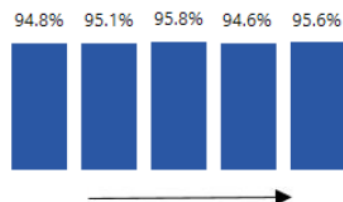
April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 1.0%



Rolling 5 Years ▲ 0.8%



Attendance within 18 minutes to all incidents by the first pump is above our performance measure at 95.6%.

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

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

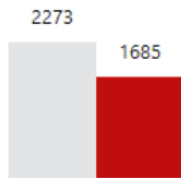
## Total Fires

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

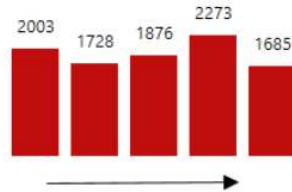
### April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -26%



Rolling 5 Years ▼ -16%



There was a significant decrease in the number of fires over this call year compared to the previous year. One factor for the decrease, in particular for outdoor fires which make up a large proportion of secondary fires, has been the persistent wet weather, which has seen a significant decrease compared to the summer period of 2022/23.

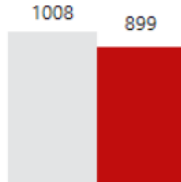
## Primary Fires

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

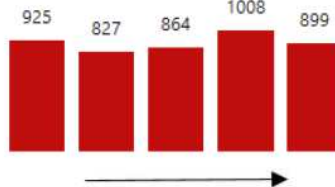
### April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -11%



Rolling 5 Years ▼ -3%



There was a decrease in the number of primary fires over this call year compared to the previous year. This is due to the spate conditions of 2022/23.

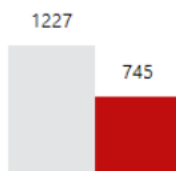
## Secondary Fires

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

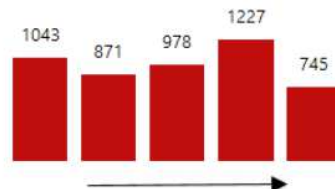
### April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -39%



Rolling 5 Years ▼ -29%



There was a significant decrease in the number of secondary fires over this call year compared to the previous year. Outdoor fires which make up a large proportion of secondary fires, has seen a decreased due to the persistent wet weather. There has been a significant decrease in secondary fires compared to the summer period of 2022/23.

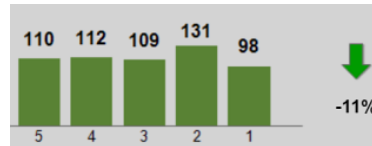
## Number of non-domestic fires

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24



### April- March

19/20 20/21 21/22 22/23 23/24

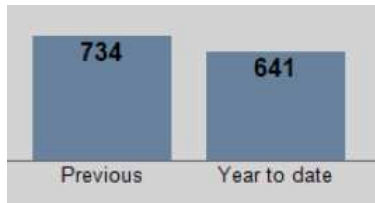


There was an 11% decrease in the number of accidental non-domestic fires over the rolling five years.

The peak in 2022/23 is related to the incidents that we experienced in July and August 2022.

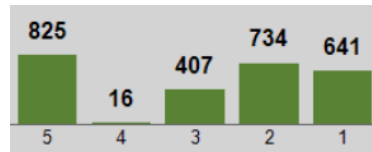
## The number of business engagements identified through our risk-based audit programme.

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24



### April- March

19/20 20/21 21/22 22/23 23/24

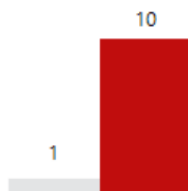


There has been a decrease in the number of business engagements that have been conducted in 2023/24. This is because we are upskilling watch-based personnel to deliver short and full audits and balancing assurance activities with delivery work.

## Fire Deaths

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

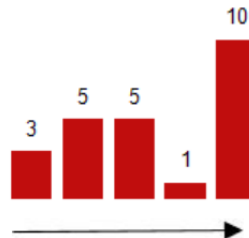
### Call Year to Date



### April- March

19/20 20/21 21/22 22/23 23/24

### Rolling 5 Years



Sadly, we have had 10 fire death this year. These occurred in seven separate incidents; three in Peterborough, two in Cambridge City, one in Fenland and one in Huntingdonshire.

There has been no significant change in profile of people affected over the past five years. People aged 65 years and over are at most risk of dying in a fire if they have a fire.



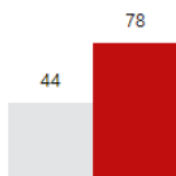
## Fire Casualties

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

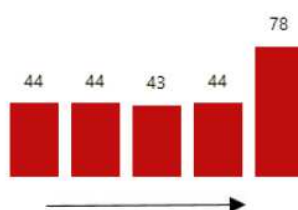
April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 77%



Rolling 5 Years ▲ 77%



There were 78 fire casualties in the last 12 months. The majority of these occurred in Peterborough with the main injury type reported as requiring hospital treatment for minor injury. We have seen the number of people sent to hospital increase over the past five years.

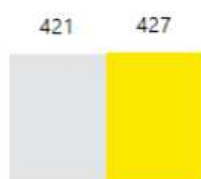
## Road traffic collisions attended

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

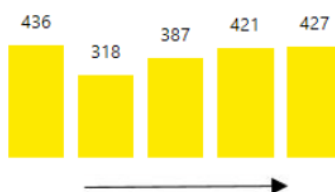
April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▲ 1%



Rolling 5 Years ▼ -2%



There has been an 1% increase in the number of road traffic collisions that we have attended compared to the previous year. The five-year figures show a decrease of 2%. Our five-year numbers will show the impact of COVID where people were not travelling or commuting on our roads.

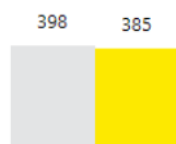
## People killed or seriously injured in road traffic collisions

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

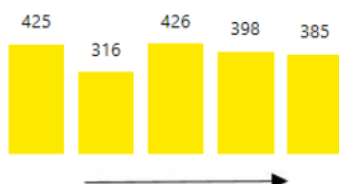
April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -3%



Rolling 5 Years ▼ -9%



The number of people killed or seriously injured in road traffic collisions has slightly decreased this year against last year and we have seen a 5% decrease over the rolling five years. 2020/21 is a particularly low year and this was due to the COVID lockdowns.

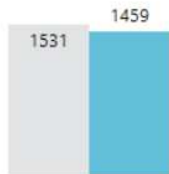
## Special services attended

1<sup>st</sup> April 22- 1<sup>st</sup> April 23 -  
31<sup>st</sup> Mar 23 31<sup>st</sup> Mar 24

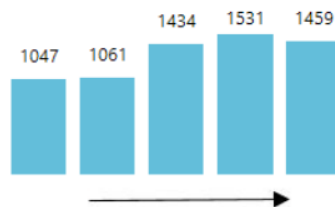
### April- March

19/20 20/21 21/22 22/23 23/24

Call Year to Date ▼ -5%

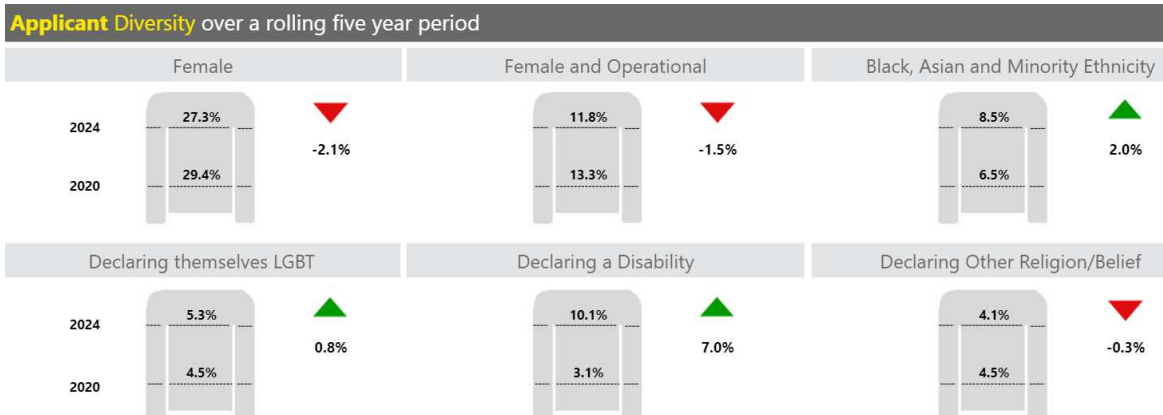


Rolling 5 Years ▲ 39%



We have seen a 39% increase in special services over the past five years. In the last quarter of 2023/24 release of objects from people, road traffic collisions, Stand By – No Action and effecting entry/exit were the largest growth areas in special service incidents; however all increases in these types of incidents are marginal in comparison.

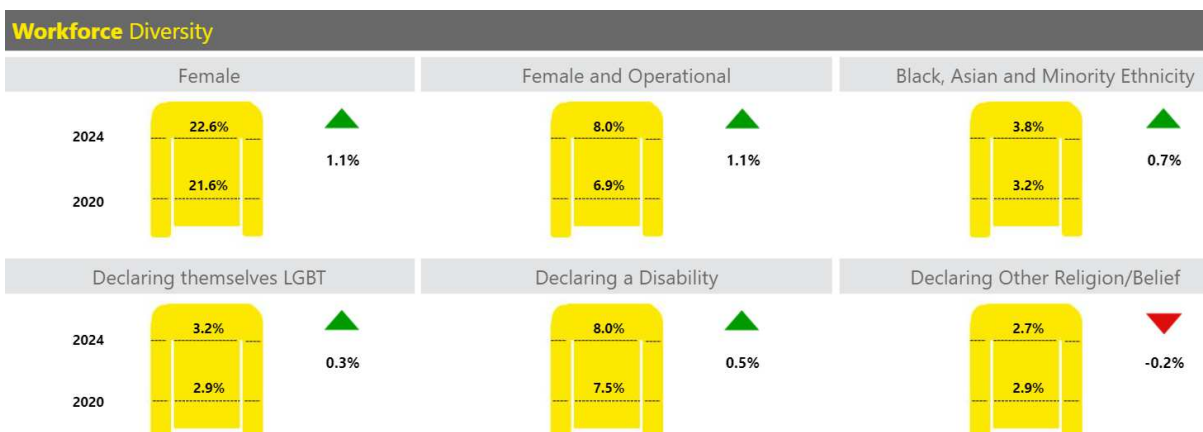
## Applicant Diversity



We have seen an increase in the number of LGBT+ applicants in On-Call however this has not translated to appointments; further work will be conducted to understand the reasons behind this and identify any potential barriers. Work is still required to analyse the data of the whole-time recruitment.

We have also seen increases in those declaring a disability and those who identify as Black, Asian or minority ethnic applying for roles with us. We have seen slight decreases in all other areas.

## Workforce Diversity



Our workforce diversity has increased in all areas of diversity apart from those declaring other religion or belief. However, this has only seen a minor decrease on 0.2%. The national average for operational women is 8.2%, ours has increased by 1.1% to 8%. The national average for women in fire control is 77%, ours is 78.9%. We have 50% women in professional services compared to the national average of 54%.

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

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

We monitor our collaborations to ensure that they are continuing to deliver benefits to the Service or our communities. We will cease collaborations if we find that they are not delivering the benefits as required.

We have been saddened and disappointed by Suffolk Fire and Rescue Service deciding to terminate the highly successful Combined Fire Control collaboration in this year. This collaboration started in 2010 to deliver the first truly combined Fire Control in the country in September 2011. Since then, we have continued to deliver an efficient and effective service to the communities of both Cambridgeshire and Suffolk.

We actively seek to collaborate and over the past year have entered new collaborations, with Huntingdonshire District Council (HDC). We are excited to work with HDC and seek to explore further opportunities to collaborate with them.

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

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

## Source Documents

IRMP 2020 to 2024

IRMP Action Plan 2022/23

## Location

Hinchingbrooke Cottage, Brampton Road, Huntingdon

## Contact Officer

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