

## Agenda Item: 8

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Director Service Transformation – Tamsin Mirfin

**PRESENTING OFFICER(S):** Assistant Director Service Transformation – Tamsin Mirfin

Telephone: 07900 267944

email: [tamsin.mirfin@cambsfire.gov.uk](mailto:tamsin.mirfin@cambsfire.gov.uk)

**DATE:** 25 June 2025

---

### REVIEW OF COMMUNITY RISK MANAGEMENT PLAN 2024/29 PERFORMANCE

#### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update of delivery against our Community Risk Management Plan (CRMP) 2024/29.

#### 2. Recommendations

- 2.1 The Authority is asked to note the contents of the report and make comment as they deem appropriate.
- 2.2 The Authority is also asked to note the CRMP performance measures update at Appendix 1 and requested to make comment as they deem appropriate.

#### 3. Risk Assessment

- 3.1 **Political** - the CRMP process, outlined in the Fire and Rescue National Framework for England, requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The CRMP is a legal requirement, and it is therefore incumbent on the Authority to demonstrate that its CRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **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 Evidence shows that people with certain protected characteristics are more likely to suffer the effects of a fire. Our prevention strategies include greater education, awareness and support for these groups, with the aim of minimising the disadvantage suffered by people due to their protected characteristic; specifically, age and disability.

## 5. Background

- 5.1 The CRMP is a public document covering a five-year period and represents the output of the CRMP process for Cambridgeshire and Peterborough. The Service CRMP 2024/29, published in April 2024, covers the period from April 2024 to March 2029. This report focuses on the progress made against the action plan in year one (2024/25).
- 5.2 The community 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 registers, 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 CRMP delivery is broken down into 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 CRMP for 2024/29. These are listed in Paragraphs 6 to 9, accompanied by a brief explanation of progress made and plans for this year.

## 6. People Excellence Update

- 6.1 **Maintain and improve our positive and inclusive organisational culture and employee engagement and make us an employer of choice. This includes looking at how we communicate and facilitating more opportunities for colleagues from across different areas of the Service to engage with each other**

We ran another employee engagement survey in October 2024 and the results showed an improvement in engagement overall from the previous survey (2022) and further improvements in many of the question areas. The Service remains above the sector benchmark average in the majority of areas. A detailed analysis of the survey results has been carried out, focusing on the areas with less satisfaction, feeding information into relevant projects and departments. This will continue into 2025/2026.

We developed monthly manager seminars into Ask SLT (senior leadership team) events. These enable colleagues to ask questions to a panel of Directors and Assistant Directors and is done on TEAMS to enable greater accessibility. These have been well attended.

A number of events have been organised targeting different colleague groups to encourage greater engagement and networking. These include informal charity cake sales to a women's development day and a men's health event.

- 6.2 **Review how we manage, develop and diversify our people and our talent from within our Service, helping people to reach their full potential and supporting those who aspire to progress as leaders. This includes development pathways and programmes, talent management and succession planning.**

We have introduced a suite of leadership programmes that align to the National Fire Chiefs Council (NFCC) products. These support the development of new managers up to middle leaders giving them the skills and knowledge they need to excel in

leadership roles. We have developed a new accelerated development offering called the focussed development pathway. This supports development from supervisory to middle manager in 12 months and is a mix of workplace and evidence-based learning.

Moving forward we are reviewing our current portfolios, the means by which uniformed colleagues collate evidence to demonstrate potential for promotion. This includes service wide feedback from those involved in using those products. We have started our Fulfilling Potential project which, over two years, will review and update the processes we have to develop potential and manage our talent, including PDR conversations and career pathways.

**6.3 Review our processes for recruitment and progression, including our community engagement activity, to ensure they are accessible to people from a range of backgrounds and that they enable us to improve diversity over time, to greater reflect the communities we serve.**

We have reviewed a range of evidence including our employee engagement survey, colleagues listening groups and results of external audits to make recommendations to improve the experience of all those who engage in our promotion processes. We have implemented a range of changes to our induction process to streamline and improve the experience of our new starters and make us an employer of choice. Over the next 12 months we are implementing the recommendations to improve our promotion processes, improving fairness and transparency.

We are also working with Athene Communications to run recruitment focus group engagement sessions relating to career perceptions in the fire service targeting our diverse communities. We will use this information to promote roles at CFRS and positively engage with diverse communities.

**6.4 Review our mechanisms for the management of safeguarding to protect our people and communities.**

We have reviewed and updated all service roles to ensure they have appropriate DBS checks in line with new legislation. We have continued our collaboration with Essex County Fire and Rescue Service who provide us with safeguarding support and resilience. We continue to provide dedicated training to colleagues to ensure they can meet their safeguarding duty and keep our communities safe. We have rolled out safer recruitment training to the people team.

Moving forward we are improving our DBS process which will make it more effective and efficient for all users. We will also be actioning the outcomes of our Safeguarding Fire Standards peer assessment. This will ensure our safeguarding procedures are in line with national best practice, in turn keeping the most vulnerable in our communities safe.

**6.5 Review our processes and means for supporting the health and wellbeing of our people.**

This year saw the launch of our new trauma welfare support processes; these have been well received and well used. The new occupation health system has been implemented, improving visibility of the processes and allowing for self-service as well as putting in place protections for the sensitive data managed.

This year the Wellbeing Strategy will be reviewed as well as the trauma welfare support processes. This review will identify any early learning from our processes

and allow us to make continuous improvements. We are hosting our first 'men's health event' focussing on health issues specific to men. This follows our focus previously on menopause and the successful women's development day that we ran in 2024.

## **7. Community Safety Excellence Update**

### **7.1 Greater collaboration with health, social care and other partners to improve the ways in which we identify and meet the needs of those most at risk of fire.**

The award-winning collaboration between CFRS and East of England Ambulance Trust (EEAST) for Community Wellbeing Officers has been extended for a further 18 months. The Community Wellbeing Officers provide a first response to falls and whilst attending these complete safe and well visits, releasing capacity for EEAST and allowing CFRS greater access to deliver intervention activities. This, along with data sharing from external agencies and partners has given us further access to some of the most vulnerable within our communities.

### **7.2 Continue to develop our Fire Break programme to help vulnerable young people become resilient and valuable members of their communities. Explore other early intervention opportunities to positively influence children and younger people and keep them safe from harm.**

Our Fire Break programme is a highly successful young person intervention, run over a week at CFRS premises by our people. It delivers the opportunity to help young people who may be out of education, already involved in crime or are vulnerable in other ways. The course has been running for a number of years following the same week long input. We are now trialling a Fire Break Plus course which continues the learning from the initial week through five further short sessions. These additional sessions include delivery from partners such as the Air Ambulance, Police and Safer Schools. The aim of the additional sessions is to further embed the positive learning we have identified from the initial course.

### **7.3 Continue to work with central government, the NFCC and local partners to educate communities and responsible persons on the growing risk of emerging technologies, primarily lithium-ion batteries.**

Whilst crews have always been involved in educating the communities, specific community education targets have not been set for a number of years. We reintroduced community engagement work by crews in April 2025. There will be key themes for delivery based on specific risks we see at points throughout the year and lithium-ion batteries safety will run in parallel with each of these subjects providing education to the vulnerable and young people.

### **7.4 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.**

CFRS are involved in both the Water Safety Partnership and the Vision Zero Road Safety Partnership to provide education and safety advice in these areas. Water safety formed the basis of our first quarter of community engagement activities. With the loss of funding from the Police and Crime Commissioners Office for our road safety Officer role we are exploring how we can still support the partnership in a different way.

### **7.5 Ensure effective evaluation focuses our community safety and fire protection activity to keep our communities safe and bring together expertise from across**

**the Service to reduce risk to people, places and events, continuing to build long-term relationships with our diverse communities.**

We continue to look for ways to ensure our community safety offerings are appropriate and effective. To ensure this we have created a Quality Assurance and Evaluation Officer post who will review all of our current processes to assess their effectiveness and ensure we are aligned with NFCC best practice.

Community engagement activities by crews will be ward-based allowing stronger and more effective relationships to be built which will be particularly beneficial within our diverse and hard to reach communities.

**7.6 Continued work with our partners to protect and safeguard the most vulnerable in our communities and the most high-risk premises.**

We continue to work closely with partners such as the NHS and Anglian Water and use data sharing agreements to ensure that the most vulnerable individuals are identified and provided with the correct level of support.

Our Fire Protection team inspect high risk premises through following a risk-based inspection programme (RBIP) which ensures the most high-risk premises are inspected annually or bi-annually.

**7.7 Work with partner organisations to understand the projected growth plans for the county and create processes to continue to gather and feed this information into strategic planning activities to not only understand our current communities and risks but predict and plan for our future communities and risks.**

This is a new line added to the CRMP for 2025/26. In this area we plan to develop a role which will work closely with planning departments within the city and district councils to better understand planned growth within the county. We also plan to further explore funding opportunities which are created through this growth to support us in delivering an effective service to the community.

**8. Operational Excellence Update**

**8.1 Work to align operational resources and skills (wholetime, On-Call and fire control) to our risk and demand, understanding how we respond to incidents and the number of resources required to safely resolve them, and to ensure that we are maximising our productivity and efficiency.**

Our performance measures for our wholetime crews were increased in 2023 into 2024; this increased output in prevention, protection, and operational risk work. We have continued to enhance our in-water rescue capability now having an additional six On-Call stations providing water rescue response. We have trialled two new ways of working for our On-Call colleagues with the aim to improve retention and to increase operational availability; both trials are currently under evaluation. Vision 30 project has completed a review into the On-Call with a number of positive recommendations that are being progressed. The project has also reviewed wholetime resource efficiency and is currently creating new resource modelling software to improve operational cover. Cross border working practices have also been reviewed to understand opportunities to improve efficiency.

**8.2 Continue to improve the collection and provision of risk data about identified premises, increasing knowledge of local risks and ensuring appropriate operational risk information is available for colleagues when responding to incidents.**

We continue to provide risk information to crews within our county and cross border into our neighbouring services. Each of our crews are assigned risk work to undertake each year to review and familiarise themselves on operational risks. We have recently re-introduced ward allocation community engagement work for our wholetime resources to allow them to focus activity based upon local needs and trends.

We continue to provide operational exercise opportunities at risk sites to better embed our working relationships with the sites and to enhance awareness and understanding of responding crews.

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

We have undertaken a concept pilot of a new approach to our fire appliance provision considering our Sustainability Strategy, and the risks posed to our firefighters from contaminants. This pilot has been in place at Huntingdon Fire Station and has seen us develop an appliance which reduces the exposure of post fire contaminants on our firefighters alongside battery operated technology equipment and removal of fossil fuelled equipment. The appliance when using hydrotreated vegetable oil (HVO) fuel reduces emissions of circa 90% and will be the basis for our ongoing fire appliance design.

We have started the procurement process to replace our existing water carrier with a modern, and improved vehicle provision which meets the needs of our county.

**8.4 Continue to align Service procedures with national operational guidance to improve firefighter safety and our ability to work with other fire services, ensuring appropriate business continuity arrangements are in place for contingency situations.**

Working within the region alongside other services we continue to align our operational procedures, and guidance with National Operational Guidance (NOG) and use this to develop and train our people and continue to follow our implementation plan for NOG.

We have completed phase one and work towards completion of an action plan for phase two of the Grenfell Action Plan. We are integrating the Fire Standards into the relevant group areas and oversight of their completion is through our operational excellence meeting structure.

**8.5 Review current arrangements for operational training and recording to ensure they meet the needs of operational colleagues and our identified emerging risks such as emerging technologies and extreme weather.**

We launched the Training Records and Competency System (TRaCS) review project in response to the feedback both from our previous His Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspection, and colleague feedback. This has seen a deep dive into how we train, record, and plan our training across all areas of the Service. Through this we identified opportunities to improve the time that is available to our On-Call firefighters and support their planning of operational training. With a risk-based methodology we have undertaken a full upgrade in the functionality of the recording system to make this more streamlined for colleagues to access learning materials and record the training they undertake. The creation of

reporting and data now allows for all levels to have oversight of the training that is being recorded against the timescales set to ensure competence.

**8.6 Develop further assurance across all operational areas to achieve a high level of performance and support the on-going development of our people ensuring we continue to learn from what we do.**

We are continuing to assure all our operational activities through our various routes led by the Operational Support Group (OSG) and aligned to our Operational Assurance Strategy. With targeted areas we have identified trends which then are assured to gain understanding and awareness of any areas of improvements and any learning shared both internally, and nationally via the Joint Emergency Services (JESIP) programme. An example of this is the logging of command hours for all operational commanders. Through being reviewed, scenarios are developed in our training centre to meet the needs of the risks we have in Cambridgeshire to train against.

**9. Value for Money Delivery Update**

**9.1 Continue to update and enhance our mobilising systems, data, processes and procedures.**

In September 2024 we went live with the new mobilising system in Combined Fire Control. This was the culmination of a five-year project, replacing the whole system that allows us to receive 999 calls, log incidents, identify resources, dispatch and communicate with crews, it is one of the most complex and critical systems that we have.

In the coming year we will undertake the Control Works project which will see the next upgrade to our system, alongside enhancements to the way in which we mobilise our resources and use risk information to support this. We are working towards the uncoupling of our collaboration with Suffolk Fire and Rescue Service and have set up a project to identify the needs and future requirements of how we best deliver a fire control function for Cambridgeshire post the ending of this agreement.

**9.2 Collaboration with other partner agencies, including a rationalisation and sharing of estates as well as looking for joined up working practices.**

CFRS has many ongoing and long-standing collaborations. We strive to look at the potential for new opportunities as a matter of business as usual whenever we review or change a process or need to procure a new contract. Last year we implemented new collaborations to; put in place multi-disciplinary teams for building safety regulation, collaboration on tall building remediation plans across the county and supporting partners with training facilities provision.

In the coming year we will be looking at collaborations to support a national training event, exploring further collaboration on rope rescue and we continue to investigate opportunities to share premises.

**9.3 Deliver efficient and effective working through existing and new technology, looking at how we can automate activities, enable greater mobile working and improve communication and engagement.**

We have replaced the Mobile Data Terminals (MDTs) on all appliances moving to a commercial bearer, which reduces some of the restrictions on how we utilise the MDTs. We have also moved the 999 telephones to Session Initiated Protocol (SIP),

to future proof our emergency telephone lines. There have been further efficiencies created through our business process automation work; we create automated business processes, create data integrations and applications to remove administration activities.

This year we will be working to implement replacement secondary bearers to our Station End Equipment (SEE) to remove obsolete PSTN bearers. We are working to scope a replacement for our asset database, a core system for managing our equipment and maintenance work. NFCC have released a new data quality assurance methodology that we will be working to introduce to help us to identify issues and put in place resolutions to ensure that our data is of a high quality.

**9.4 Ensure our technology infrastructure and systems are robust and fit for our purposes, reducing the risk of cyber-attacks and ensuring our software is maintained and provides value for money.**

Cyber security is one of the highest risks on our risk register, we continue to work to improve our protection measures. New tools have been implemented, and we are seeking to add a post this year to look specifically at cyber security. We have moved our people database to the cloud and are making similar moves of other systems where it makes sense and presents value for money to do so. A review of our technical strategy has been completed with work now commencing to implement this. Work will be focused on removing old systems and servers.

Our new Digital Strategy for 2025/29 is being drafted, ready for launching this year. We will be working to plan our new data centre and looking at infrastructure contracts coming to an end, to replace these.

**9.5 Deliver the Service's sustainability strategies and plans.**

We continue to develop and improve upon our sustainability strategy through the five key areas of transport, people, procurement, offsetting and property. We have through collaboration with Huntingdonshire District Council and internally, seen the introduction of HVO to be used instead of diesel in a portion of our fire appliances. This gives a circa 90% reduction in emissions. We have installed air source heat pumps at a selection of stations and building management systems (BMS) to support the efficient use of energy thus reducing our carbon footprint.

**9.6 Continual review of our commercial arrangements for our equipment provision and maintenance to ensure these are appropriate and meet our requirements for now and for the future.**

The Procurement Pipeline has been reviewed for the next 12 months and the appropriate route to market identified taking into account the flexibilities of the New Procurement Act, which came into effect in February of this year.

Commercial arrangements have been completely reviewed following the introduction of the new Act. Over the past year we have sought collaborative opportunities for tactical hazmat, foam and some operational training, working with other fire and rescue services to deliver these.

Training will be delivered to key groups and departments in relation to the new commercial practices and tailored to the needs of specific groups. Commercial standing orders have been redrafted to better reflect current times.

9.7 **Carry out scenario planning for potential future budgetary constraints and new financial burdens and seek appropriate opportunities to create revenue streams across the Service.**

As part of CFRS's budget setting process, scenario planning is carried out annually, looking at the impact of changes in inflation, grant income and precepts and what alternative resources may need to be used and/or change in direction the Service may need to take should these occur. During 2024/25 we were able to take advantage of relatively high interest rates and maximise the potential of our cash by investing in short-term investments; this resulted in the Service earning a high level of investment interest far above that budgeted.

In the coming year we will look at a more in-depth level of scenario planning, carrying out a detailed analysis with budget holders. We also plan to do a complete review of our special charges rates to make sure they continue to reflect our current costings and consider whether we have any other areas where we could be charging for our services.

## Appendix 1

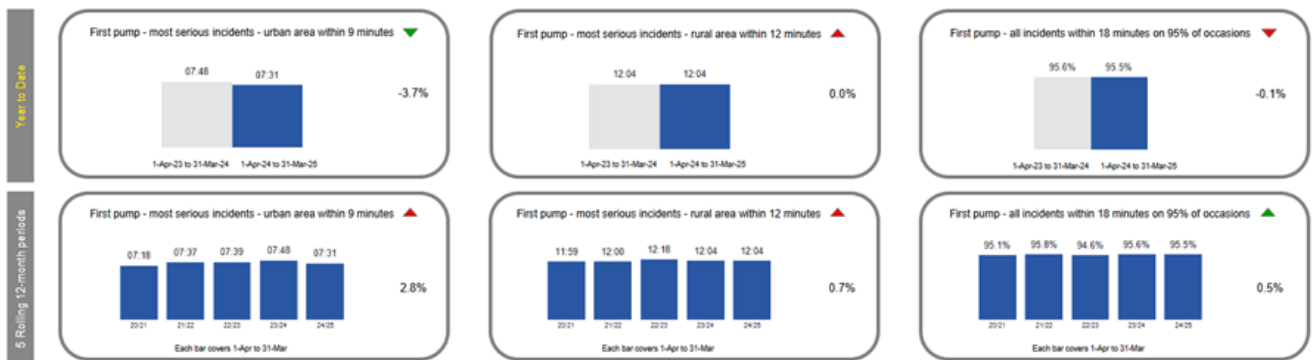
### CRMP Performance Review 2024/25 Quarter 4

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

*The definition of most serious incidents is those that pose risk to life and the highest risk to property – we class these as Category 1 and Category 2 incidents.*

In the final quarter of the call year, attendance times for the first pump to urban incidents remained well within target, representing an overall improvement of 3.7% compared to the previous year. Attendance times for the first pump to rural incidents continue to be slightly outside the target; however, performance has stabilised compared to the previous call year, with average rural response times exceeding the target by just four seconds.

The first pump attended all incidents within 18 minutes on 95.5% of occasions, consistent with last year's performance. This target has been consistently achieved over the past five years.



**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.**

There were 406 total fires this quarter; a higher number of fires this quarter compared to last year (328). The 406 total fires are made up from 199 primary fires, 188 secondary fires and 13 chimney fires. Secondary fires are driving the increase in total fires in Quarter 4 compared to last year. Secondary fires have increased across all districts except East Cambridgeshire in Quarter 4. These fires are wheelie bins, small refuse containers and loose refuse.

Over the 12-months there has been 1,835 total fires, split 941 primary fires, 866 secondary fires and 21 chimney fires. Compared to the previous 12-months there has been an 8.9% increase in total fires which comes from 2.2% more primary fires and 6.5% more secondary fires.



Over the past 12-months there has been 31 fire incidents which were caused by lithium battery faults, overheating or careless disposal. Six incidents involved e-bikes and six incidents involved batteries igniting in bin lorries. The recording of lithium-ion related fire incidents is currently in free text fields which can be difficult to identify, so these figures are a best estimate.

### The number of associated deaths and injuries from fire.

There have been no deaths in Quarter 4.

Over the past 12-months there have been four fire deaths, all accidental. One in a dwelling, one in an 'other residential' property (boarding house) and two in road vehicles.

Analysis of the five-year data shows that males are at higher risk of dying in a fire, if they have a fire compared to females (five-year average of 0.75 per 100,000 population males compared to 0.27 per 100,000 population females).

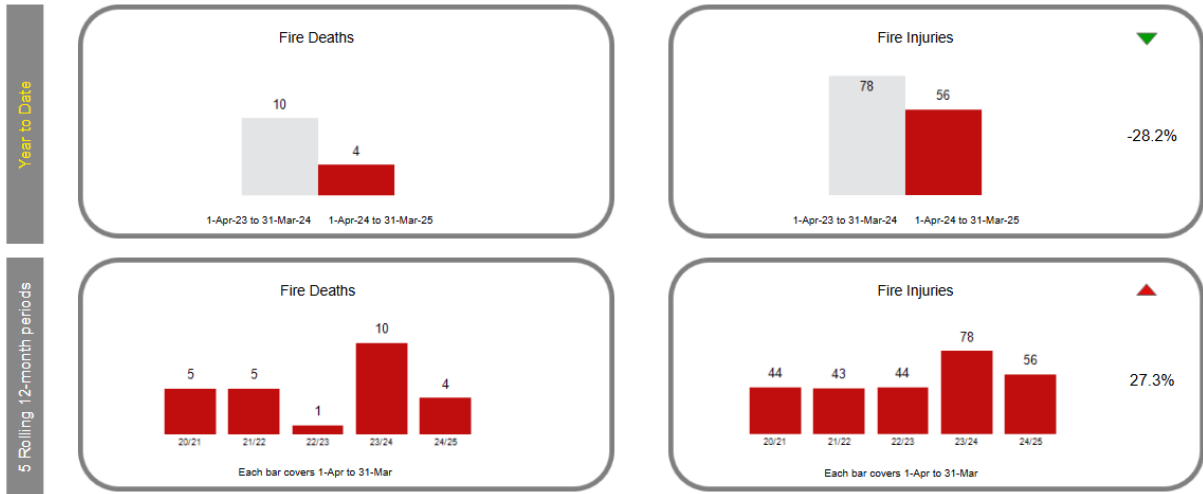
People aged 75 and over are, on average, at higher risk than any other age group (five-year average of 1.01 per 100,000 population).

There have been six fire casualties this quarter. Less fire casualties than the same quarter last year (17).

Over the past 12-months there have been 56 fire injuries. Less than in the previous year (78).

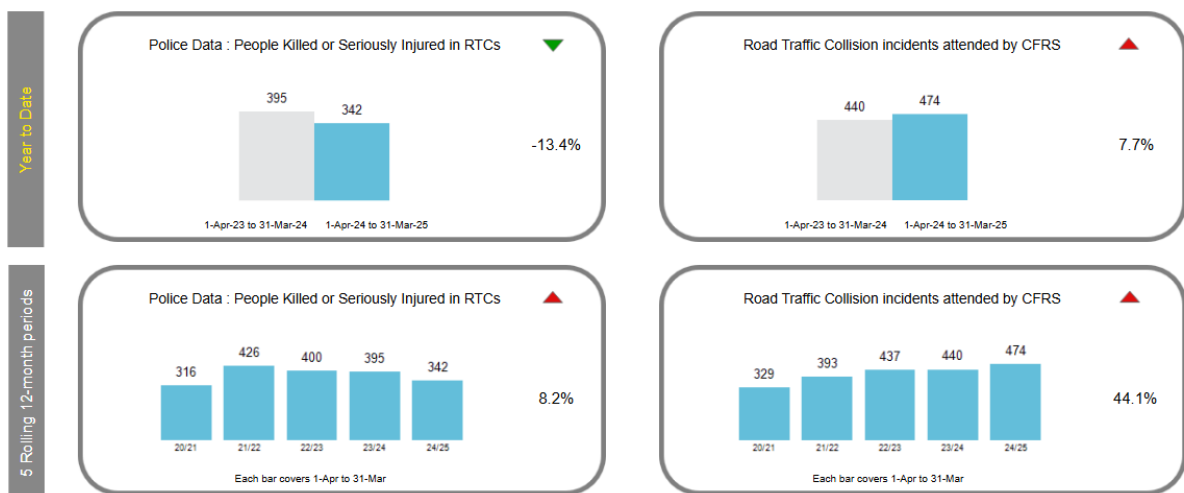
Analysis of the five-year data shows that males are at higher risk of being injured in a fire, if they have a fire compared to females (five-year average of 7.03 per 100,000 population males compared to 3.67 per 100,000 population females).

People aged 75 and over are, on average, at higher risk than any other age group (five-year average of 11 per 100,000 population).



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

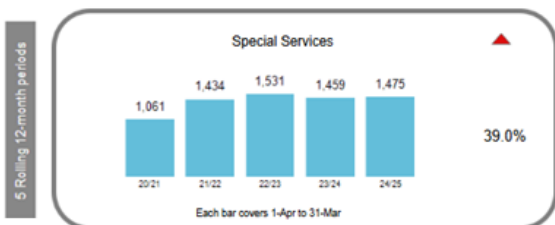
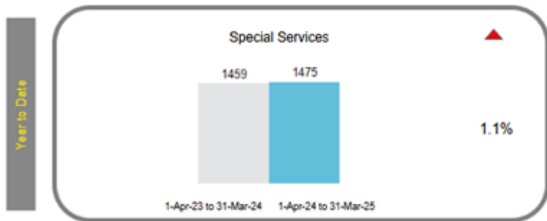
There has been an 13.4% decrease in the year to date of people killed and seriously injured in road traffic collisions compared to the previous call year. There is caution with this data as the 2024 Police data, used here, is provisional only and may be subject to change following data validation. The number of road traffic collisions that CFRS has attended is up slightly on the previous call year to date (7.7%).



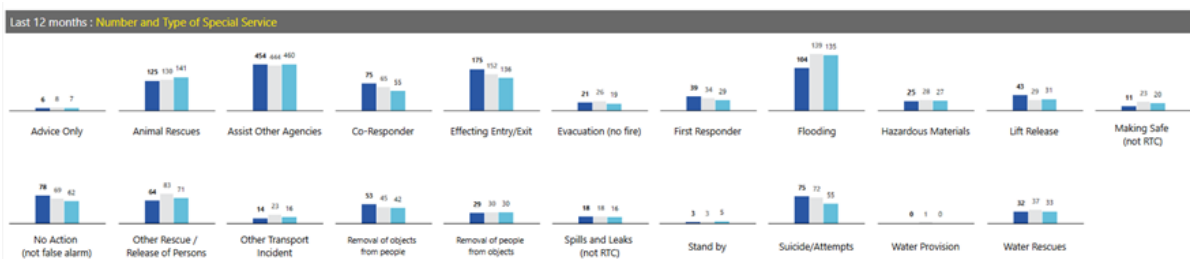
### The number and type of special services that we attend.

We conclude the call year with an increase in special service attendances, recording a 1.1% rise compared to the previous year. Co-responder incident figures continue to grow year on year, with 10 more incidents than last year and 20 more than the five-year average. We also end the year with a slight increase in Assist Other Agencies incidents compared to last year, although numbers remain marginally below the five-year average. This suggests that such incidents may be stabilising at approximately 450 per year.

Throughout the call year, we have observed a continued rise in special service incidents related to *Suicide/Attempts*, *No Action (False Alarm)*, and *Effecting Entry/Exit*. Conversely, incidents involving *Animal Rescue* have continued to decline.



■ Total   
 ■ Previous Year   
 ■ Five Year Average



### The number of Home Fire Safety Visits (HFSV) against our target groups.

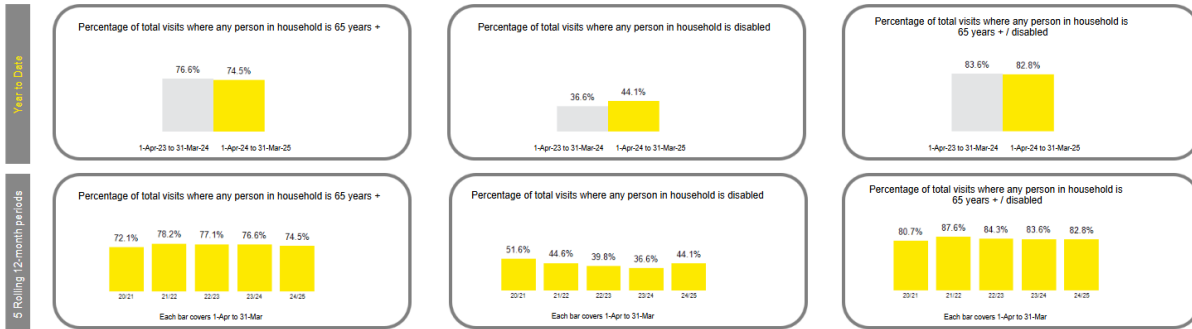
This quarter a total of 2,349 HFSV's have been delivered with a 65.4% resident uptake. Whilst the number of visits has increased compared to last year; the resident uptake is down by 10%.

Over the past 12-months, there have been 8,095 HFSV's which is an increase of 26% on the previous 12-month period (6,434). The resident uptake over this period was 69.9%.

Of the visits delivered by CFRS staff, 90.3% of households contained at least one person with at least one vulnerability or risk factor.

Over the past 12-months, 82.8% of all visits were carried out where any person in the household was 65-years+ or disabled (age and disability are specific Home Office stated vulnerabilities).

The increase in visits has been delivered through the two additional Community Wellbeing Officers and an addition of two Community Safey Officers (CSOs). There has also been more focus on community fire safety work for the roaming pumps.



**3. We will be working to support businesses to ensure compliance with the Fire Safety Order and we will monitor this by tracking delivery against our RBIP, particularly:**

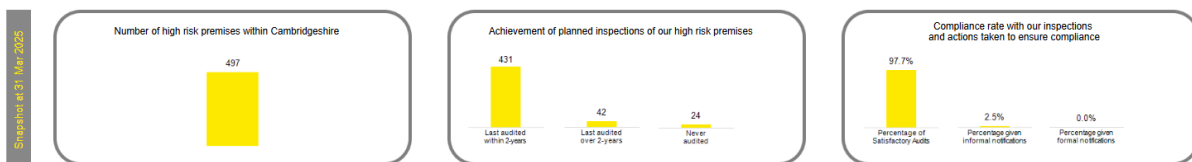
- the number of high-risk premises within Cambridgeshire,
- achievement of planned inspections of our high-risk premises,
- the County compliance rates with our inspections and actions taken to ensure compliance.

189 total fire safety audits were carried out this quarter. Just slightly less this quarter compared to last year (223). Of the 189 total audits, 143 were full audits and 46 were short audits. Staff long-term sickness has been an influence in this reduction.

Over the past 12-months the number of total audits (851) has decreased by 9% on the previous year. However, the proportion of total audits which are full audits has increased by 17% over the past 12-months. These audits are longer and more in-depth and so take more time and capacity to complete. In addition, the onset of the RBIP work means that that by the very nature of those premises full audits are more likely to be required than short audits.

88% of the 851 audits were broadly compliant with our inspections.

As of 31 March 2025, there were 497 high risk premises in the RBIP. Currently, 87% of the high-risk premises have been audited within the last rolling two years (431 premises out of a total of 497 premises). The graphs below highlight that we have a 97.7% compliance rate on our audits completed.



There are five main premises types which make up the 497 high risk (sleeping risk) premises. They are boarding / guest houses / B&Bs / youth hostels, care/nursing homes, fire stations, hotel/motels and sheltered accommodation.

**4. We measure our work towards People Excellence by looking at:**

**Employee engagement and cultural surveys and metrics**

Total sickness has seen a slight decrease in Quarter 4 compared to last year. This decrease has come from a reduction in sickness across short-term sickness as well as lower sickness levels within in the On-Call group. This reduction has been offset against an increase in both short- and long-term sickness in Combined Fire Control (2.99 increase) which could be attributed to the changes impacting them.

This quarter we have seen eight leavers. Of these leavers the leaving reasons include voluntary resignation, end of contract, retirement (age and length of service), dismissed and transferred to another brigade. We gather feedback on the reasons for leaving and offer the opportunity for leavers to have a leaving interview to provide feedback to the Service.

### The number of safeguarding referrals made both internally and externally

#### Definitions

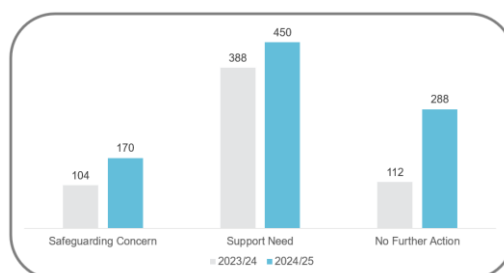
**Internal Referral** – this refers to any referral generated within the organisation. These typically arise from jobs attended by a CSO or crews, often sourced by HFSV’s, incidents, hospital bed data, Anglian Water referrals and Exeter data, that require escalation for review by the Safeguarding Coordinator. Internal referrals also include cases where an external referral, once assessed by a CSO, is deemed to require further support and therefore escalated to the Safeguarding Coordinator.

**External Referral** – this refers to a referral received by the organisation from an external source, such as a partner or another organisation. Examples may include the Police, EEAST or Adult Social Care. Each referral will be reviewed and triaged by a CSO. If the CSO determines that the referral requires additional support this will be escalated to the Safeguarding Coordinator and will be logged in CFRMIS now as an internal referral.

The number of safeguarding referrals is up by 50.3% for internal referrals and 21.1% for external referrals in the last financial year, this is positive, and further work is planned to support our community facing colleagues with further support and training in this area.



Of the 908 referrals received and reviewed by the relevant individuals within the organisation 620 cases (68%) were determined to meet the threshold of a ‘Safeguarding Concern’ or ‘Support Need’ and relevant action would have been taken as well as escalating this to the relevant agencies.



### Percentage of employees who have a valid (and at the appropriate level) DBS check

The roll-out of DBS checking for existing employees/volunteers started in November 2023. We have 631 employees and have completed 99% of employee DBS checks at the levels in the updated legislation/guidance.

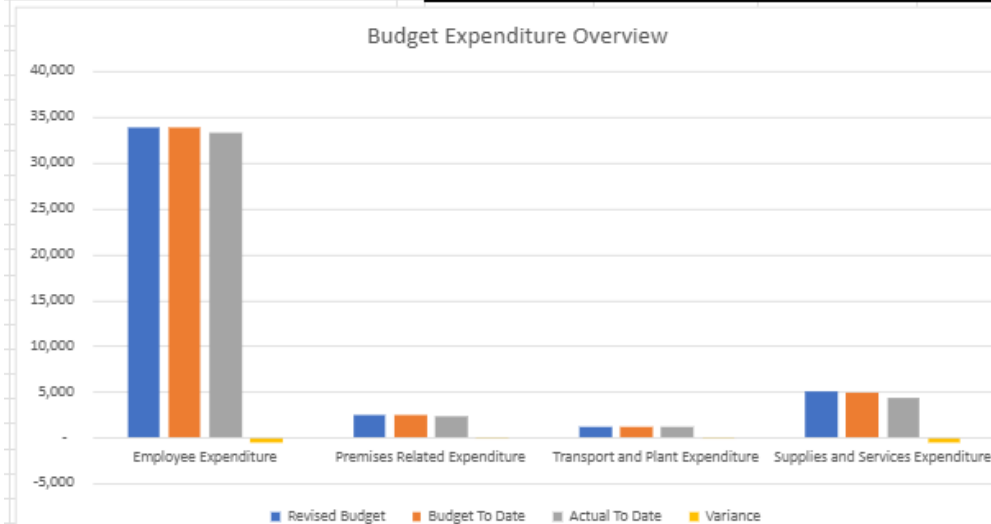
**5. To ensure that we are delivering value for money for our communities, we will monitor:**

**Spend against profiled budget**

The data below is prior to end of year final financial adjustments (adjusting for accruals, prepayments, capital adjustment costs and order carry forwards).

- Employee costs – overall employee costs ended up as an underspend, being in operational On-Call, control, mechanics, and management and administration support (all under established for a period of time during the year), and other employee costs (namely clothing, training and occupational health costs), off-setting an overspend in operational whole-time.
- Property costs - overspend in business rates (delayed sale of the former Huntingdon site and houses) has been offset by reduced energy costs (lower unit prices and further push for less wastage plus installation of more efficient heating systems).
- Transport costs - overspend on repairs, equipment and increased vehicle tax charges offset by lower fuel charges and usage (budgeted for summer spate which did not materialise).
- Supplies and Services – currently showing an underspend. End of year transactions will impact on this as accruals and revenue to capital charges are finalised.
- Other income – higher than budgeted, a result of increased ICT costs being partially recharged as part of our shared services, private fuel usage recharged and additional Fire Break programme funding.

| Description                                    | Period to 12 | £'000          | £'000          | £'000          | £'000          |
|--|--------------|----------------|----------------|----------------|----------------|
|  |              | Revised Budget | Budget To Date | Actual To Date | Variance       |
| Employee Expenditure                           |              | 33,933         | 33,933         | 33,372         | (561)          |
| Premises Related Expenditure                   |              | 2,377          | 2,377          | 2,244          | (133)          |
| Transport and Plant Expenditure                |              | 1,196          | 1,196          | 1,137          | (58)           |
| Supplies and Services Expenditure              |              | 4,995          | 4,905          | 4,306          | (599)          |
| <b>Controllable Expenditure</b>                |              | <b>42,500</b>  | <b>42,410</b>  | <b>41,059</b>  | <b>(1,351)</b> |
| Income from Shared Services and other Services |              | (2,033)        | (2,033)        | (2,172)        | (139)          |
| Non-NNDR Government Grants                     |              | (2,015)        | (2,015)        | (2,035)        | (20)           |
|  |              | <b>(4,049)</b> | <b>(4,049)</b> | <b>(4,207)</b> | <b>(159)</b>   |
| <b>NET CONTROLLABLE EXPENDITURE</b>            |              | <b>38,452</b>  | <b>38,362</b>  | <b>36,852</b>  | <b>(1,510)</b> |



## 6. Sustainability measures:

### Offsetting of carbon footprint

Sustainability is a focus for CFRS. Offsetting our carbon footprint is our aspiration. CFRS are looking at the options available to us for offsetting.

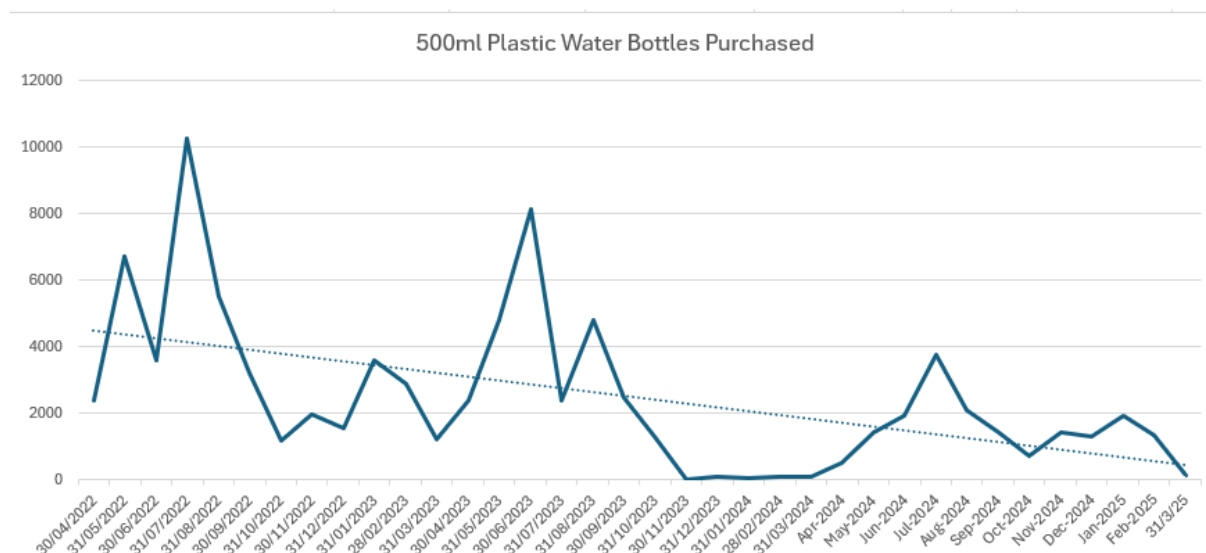
### Waste reduction – amounts that we send to land fills

We remain committed to achieving a domestic recycling rate of 40%. All waste continues to be diverted from landfill, with a recycling rate of 31.64% recorded for the final quarter of the call year. Waste production for the quarter totalled nine tonnes, representing a reduction of three tonnes from same period of the previous call year.

Through our waste management efforts, we have avoided an additional carbon dioxide (CO<sub>2</sub>) output of 811 kilograms for this financial year, the environmental benefit of which is equivalent to planting three trees.

### Single use plastic usage

During 2023/24 a total of 26,328 plastic bottles were purchased, a reduction of over 17,000 bottles from 2022/23, and this dropped further still to 18,024 for 2024/25.



## 7. Crews of Three

The number of hours offered by crews of three has slightly decreased compared to the figures recorded throughout the three months of this reporting period, with February seeing the highest number of hours offered. On average, crews of three have contributed 1,455 hours per month over the call year, compared to an average of 1,349 hours per month during this quarter. The increased availability during this quarter represents a monthly average improvement of 6.09% compared to periods when crews of three were not utilised.

During this quarter, crews of three were mobilised to an average of 22 incidents per month, a slight decrease compared to the previous quarter. Nevertheless, the availability of these crews enabled us to attend incidents, on average, 4 minutes and 38 seconds faster than would have been possible without them.

## BIBLIOGRAPHY

| Source Documents                                | Location   | Contact Officer   |
|---|--|---|
| CRMP 2024/29<br><br>CRMP Action Plan<br>2024/25 | Hinchingsbrooke Cottage<br><br>Brampton Road<br><br>Huntingdon | Tamsin Mirfin<br><br>Assistant Director - Service<br>Transformation<br><br>07900 267944<br><br>tamsin.mirfin@cambsfire.gov.uk |