

Agenda Item no. 11

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Chief Fire Officer – Jon Anderson

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

Telephone: 07711 444201

Email: Jon.Anderson@cambsfire.gov.uk

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ANNUAL REVIEW OF INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update of our refresh of the Integrated Risk Management Plan (IRMP) for 2018/19.

2. Recommendation

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

3. Risk Assessment

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

4. Equality Impact Assessment

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

5. Background

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down in to four areas for management and monitoring purposes in line with our strategic aims. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money.
- 5.4 We have conducted our annual review and refresh of the IRMP. This has involved a review of the work delivered in 2018/19 against the IRMP Action Plan and a review of the Service risk registers, as well as a refresh of the "community risk" modelling.

6. Delivery of the 2018/19 IRMP Action Plan

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

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

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

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

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

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

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

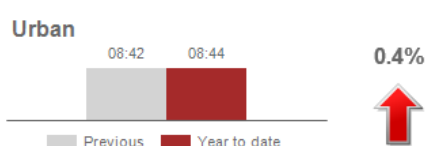
- 6.4 Under the Value for Money workstream, planning has been granted for the Monks Wood training facility, which would be on Cambridgeshire Constabulary land. Since our last update we have implemented a collaboration strategy and also introduced a process for recording all of our collaborations and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

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

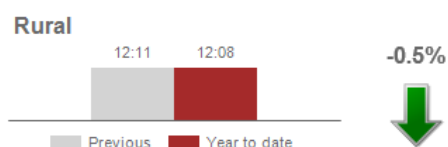
7. Performance against the IRMP 2018/19

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

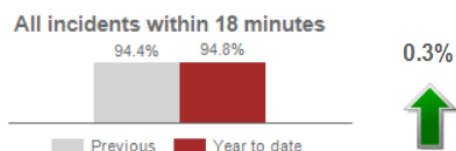
The average attendance time for the 1st pump in urban areas is 8 minutes 44 seconds. This is within the target of 9 minutes and is an increase of 2 seconds compared to the same period last year.



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



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

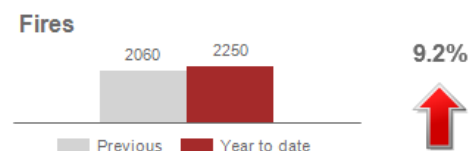


7.2 We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities.

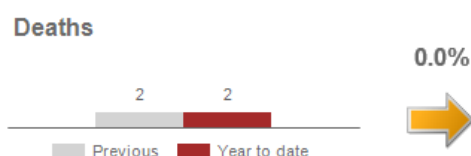
We have seen 2,250 fires over the last year compared to 2,060 the previous year. The main increase is in small outdoor fires, attributed to the warm and dry summer months last year.

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

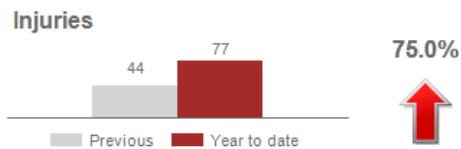
Secondary fires are up, with the main increase during July last year (278).



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



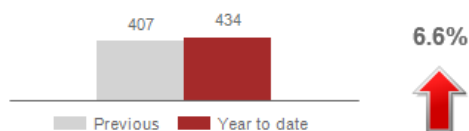
There have been 33 additional casualties from fire in the last year compared to the previous year. This has partly been due to the increase in outdoor fires in the summer.



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

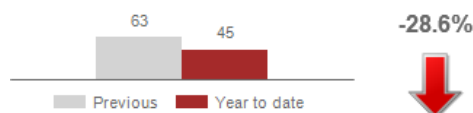
The latest available police accident data is February 2019.

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



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

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

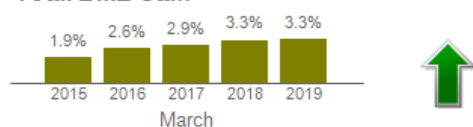


7.5 We will continue to work towards our vision of a workforce that is properly representative of our communities by focusing on increasing the proportions of currently under-represented groups in all areas and at all levels of our workforce, ensuring always that individuals have the right skills for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

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

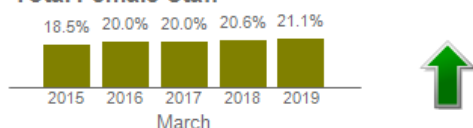
a positive action officer who is making links with diverse community groups and we hope to see a stepped increase again this coming year.

Total BME Staff



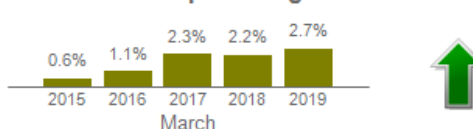
There has been a slight increase in our female workforce from 20.6% in 2018 (139 people) to 21.1% in 2019 (147 people). The percentage of females in each of our four areas is as follows: 7.2% of our wholetime workforce (18 people), 6.6% of our On-Call workforce (15 people), 83.7% of our control workforce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

Total Female Staff



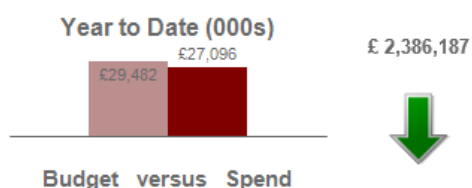
We have seen a slight increase in the number of female operational managers in the last 12 months, a 0.5% increase from 2018 and an increase of around 2% since 2015 (increase from 1 person in 2015 to 5 people in 2018).

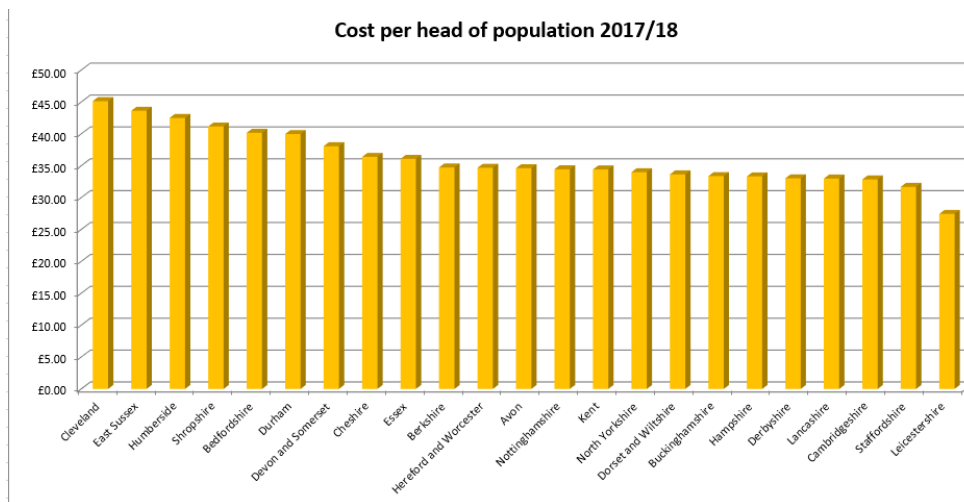
Total Female Ops Managers



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

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





8. Risk Review Summary

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

9. New Delivery Items for 2019/20

- 9.1 Within the Community Safety Excellence workstream:

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

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

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

BIBLIOGRAPHY

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