

FIRE AUTHORITY



Date: Thursday, 07 November 2019

14:00hr

**Fire and Rescue Service Headquarters
Hinchingsbrooke Cottage, Brampton Road, HUNTINGDON,
PE29 2NA**

AGENDA

Open to Public and Press

- 1. Apologies for Absence**
- 2. Public Minutes of the Fire Authority meetings held 20th June and 30th July 2019** **5 - 16**
- 3. Chairman's Announcements**
- 4. Declarations of Interest**
- 5. Fire Authority Collaboration Overview and Update Report** **17 - 28**
- 6. Equality and Inclusion Compliance Report 2018-19 (incorporating Gender Pay Gap)** **29 - 64**

7.	Integrated Risk Management Plan 2020 to 2024	65 - 110
8.	Fire Authority Programme Management - Monitoring Report	111 - 130
9.	Appointment of Independent Persons	131 - 136
10.	Proposed dates of Fire Authority meetings in 2020-21	137 - 140
11.	Appointments to Committees, Outside Organisations and Other Bodies	141 - 144
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13.	Fire Overview and Scrutiny Committee minutes of the meeting held 3rd October 2019	151 - 156

The Fire Authority comprises the following members:

Councillor Kevin Reynolds (Chairman)

Councillor Andrew Bond Councillor Janet Goodwin Councillor Mohammed Jamil and Councillor David Over Councillor Barbara Ashwood Councillor Simon Bywater Councillor Ian Gardener Councillor Derek Giles Councillor John Gowing Councillor Lynda Harford Councillor Sebastian Kindersley Councillor Mac McGuire Councillor Terence Rogers Councillor Jocelyne Scutt Councillor Mike Shellens and Councillor Mandy Smith

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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

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

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

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

http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Thursday 20th June 2019

Time: 2:00 – 4.16pm

Present: Cambridgeshire County Council:

Councillors: B Ashwood, D Giles, L Harford, S Kindersley, J Gowing, M McGuire, K Reynolds (Chairman), T Rogers, J Scutt, M Shellens and M Smith

Peterborough City Council:

Councillors: A Bond, J Goodwin, M Jamil and D Over (Vice-Chairman)

Officers Present: J Anderson, C Strickland, M Warren, S Ismail and R Sanderson

88. ELECTION OF CHAIRMAN/WOMAN

It was resolved that Councillor K Reynolds be elected Chairman of the Fire Authority for the ensuing municipal year 2019-20.

89. APPOINTMENT OF VICE-CHAIRMAN/WOMAN

It was resolved that Councillor Over be elected Vice-Chairman of the Fire Authority for the ensuing municipal year 2019-20.

90. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bywater and Gardener.

91. MINUTES OF THE FIRE AUTHORITY MEETING HELD 7TH FEBRUARY 2019

The minutes of the Fire Authority meeting held 7th February were agreed as a correct record, and signed by the Chairman.

92. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed Councillor Ashwood to the meeting following her recent appointment and welcomed back Councillors Giles and Goodwin who had been absent from recent meetings due to illness.

Judicial Review

Both the Chairman and the Vice Chairman attended the High Court on 5th and 6th June to hear the legal arguments of both parties with reference made to the judge's opinion of the Police and Crime Commissioner's (P&CC) business case.

Thanks to the Vice Chairman

The Chairman thanked his Vice Chairman who he highlighted had done a sterling job standing in for the Chairman when health issues had prevented him from attending to

all his duties. He also thanked Councillor McGuire who also filled in for any gaps that his temporary absence had caused.

As an update from the last seminar which had included a presentation on the 'FireBreak' scheme, it was highlighted that a number of successful courses had been undertaken. The recent pass out parade at Wisbech had been well attended, with the next one scheduled for 28 June 2019 at Cottenham. He urged Members to not only attend such occasions if their schedules allowed, but to promote the scheme wherever and whenever possible.

Wholetime recruitment campaign was due to launch in September 2019 as part of the proactive Workforce Planning Strategy,

On-Call recruitment was continuing and an update on activities was included at agenda item 8. A Fire Authority seminar on the subject would be arranged in the autumn.

Staffing - Calum Faint had secured an Assistant Chief Fire Officer (ACO) position in Leicestershire and would serve with their Chief Fire Officer (CFO) Rick Taylor, another Cambridgeshire personality. This confirmed what the Committee already knew, that Cambridgeshire Fire and Rescue Service (CFRS) was one of the best Fire Authorities in the country with the skills the staff learnt being very much in demand. He praised the quality and dedication to public service within the work force across all ranks and roles including support staff.

93. DECLARATIONS OF INTEREST

There were no declarations of interest.

94. CONFIRMATION OF FUTURE COLLABORATION PLANNING

The Chairman explained that regarding the concerns on the continued delay with regard to the Monks Wood site for which the Authority had committed significant resources in both time and money in moving the project up to the planning application stage, he had hoped that the Police and Crime Commissioner (P&CC) would be attending today's meeting to answer questions on his intentions regarding releasing land, future collaboration on capital projects and governance issues. Unfortunately the P&CC had given his apologies due to other commitments.

It was agreed in discussion that it was important to understand the reasons for delay from the P&CC himself, as the delay was also impacting on the operational efficiency and effectiveness of the Fire and Rescue Service in terms of its training capability. At the moment there was no hot fire training facility locally and currently the Service was required to share Northamptonshire's facility. The P&CC should at the same time also be invited to share his views on the value of Fire Authority training.

The Chairman suggested calling a further extraordinary Fire Authority meeting and inviting the P&CC to again attend. If it was still the case that he was unable to attend or if his intentions were still unclear, then other plans would need to be made. In further discussion it was suggested that a better approach would be to approach him for dates and times to allow the P&CC as much flexibility as possible in terms of being able to attend.

It was resolved:

That the P&CC should be written to and asked to propose dates within a reasonable time scale when he would be able to attend and speak to the Fire Authority.

95. ON CALL CREWING UPDATE

The On-Call service has been experiencing fundamental issues regarding recruitment and retention of staff, which was a national, rather than a local issue. This impacted on both the availability of appliances to attend incidents due to there being insufficient firefighters to crew them locally, requiring utilisation of neighbouring fire appliances to provide cover, and also the general sustainability of the service in its current form. The report updated the Fire Authority on recent progress made to improve the On-Call service and the next steps the Service wished to pursue to continue the momentum.

CFRS had undertaken extensive analysis to determine how best to utilise the On-Call resources available leading to the identification of nine strategic On-Call stations as listed in paragraph 5.1. Those identified were considered to contribute the most to the response model and if kept available, would ensure CFRS was able to meet its Integrated Risk Management Plan (IRMP) targets. In terms of improving the service offered by the other non-strategic On-Call stations options being considered included:

- A phased response: to allow firefighters at non-strategic stations to provide availability outside of the current five minute response requirement with a trial proposed to be undertaken during the summer.
- Alternative appliances and crewing models: following the purchase of three smaller appliances which having been assessed as fit for purpose, would move to stations with low call rates, in low risk areas struggled with providing a crew of four. The next phase would be to engage with staff and their representatives exploring alternative crewing models for non-strategic stations. Following this consultation the intention was to undertake a trial of the proposed solution with the outcomes to be considered for inclusion in the next IRMP. The CFO stressed that he still had a preference for five riders to crew each appliance but currently this was not proving possible due to the recruitment difficulties already highlighted.
- The possible removal of 13.5 metre (when fully extended) ladders from some or all of the On-Call stations. Evidence suggested that the ladders were rarely used operationally by On-Call stations yet crews spent a disproportionate amount of valuable training time on them. The Service intended to continue to analyse data and engage with On-Call firefighters to determine if removal of the ladders at some or all On-Call stations would enhance the effective use of valuable training time without exposing the local community to increased risk.

In discussion:

- Reference was made to representations received by e-mail addressed to the Committee that morning from the Fire Brigade Union (FBU) suggesting that the report should be withdrawn as it had not been the subject of prior consultation and raising concerns of safety for the public and firefighters. One Member considered that it was appropriate to hear more details of the concerns of the FBU and also to know the views of the other Union. In response it was made

clear that the report was only for information and the Fire Authority was not being asked to make any decisions at the current time and that Officers would be taking forward proposals to the next Negotiating Committee. Any decisions required, subsequent to negotiations, would need to come back in a report to the full Fire Authority. The Chairman reiterated for clarification that the Fire Authority was not prepared to undertake separate meetings with the two Unions. In reply to a question on whether a combination of a phased response and the removal of the ladders could be looked at, this was an option that would be looked at along with others.

- One Member expressed concern that the list of strategic stations in paragraph 5.1 bore no relation to the size of the local population and the number of fires, highlighting that Huntingdon, St Neots and Cambridge were not included. Officers explained that location of strategic on call stations were decided based on location and volume of calls across the authority area over a rolling five year period. It did not include whole time stations.
- Regarding the unions not being prepared to discuss issues in the same room, on being asked if members of the Fire Authority could help by speaking to employees, officers welcomed any assistance that could be provided.
- In terms of seeking volunteers it was suggested that both the Combined Authority and Police and Crime Commissioner should be approached regarding whether publicity could be undertaken to see whether any volunteers could be found from their employees.
- On whether the experience of other authorities using 13.5 metre ladders could be utilised in terms of best practice, Officers agreed to speak to other Fire Authorities (FA) regarding their use / impact, while also highlighting that some FA's did not have them on all appliances. **Action: Assistant Chief Fire Officer - Jon Anderson**

It was resolved:

To note the progress made and the associated next steps.

96. DRAFT ANNUAL GOVERNANCE STATEMENT 2018-19

This report provided a draft Annual Governance Statement (AGS) for 2018/19 for approval based on the Chartered Institute of Public Finance and Accountancy CIPFA/ Society of Local Authority Chief Executives SOLACE framework to deliver good governance for the Authority's approval. In accordance with the current Authority Terms of Reference the AGS had already been reviewed by the Overview and Scrutiny Committee on 28 May 2019 where no changes were suggested.

Page 25 of the document set out the following actions to be taken to deal with the significant governance issues identified for 2018-19:

- Progression with property portfolio collaboration opportunities with particular focus on operational training facility provision;
- Continue to engage with the ongoing Judicial Review process and be prepared to act on the outcome once known;

- Prepare for the next cycle of the comprehensive spending review whilst continuing to implement reductions in the budget as detailed within the efficiency plan, submitted to CLG in October 2016;
- Continue to monitor and manage the use of Miquet, a recently implemented asset and equipment management system, to ensure policies and procedures are in place to support employees deliver its benefits;
- Continue to embed the revised planning framework to ensure the priorities contained within the IRMP and action plan are implemented;

In discussion:

- One Member suggested in relation to paragraph 5.3, setting out the governance requirements an authority must ensure were in place, that the last bullet reading “high quality services are delivered efficiently and effectively” should be top of the list and that the word “timely” should be inserted before efficiently and effectively.
- Officers were congratulated on what was a well written and clearly worded document that could be used as a basis of a good practice document for other authorities.

It was resolved:

To approve with any amendments required from the comments made, the AGS attached at Appendix 1 to the report for external publication.

97. FIRE AUTHORITY ANNUAL REPORT AND STATEMENT OF ASSURANCE 2018-19

This report presented the draft Annual Report and Statement of Assurance 2018/19 for approval and publication to meet the requirements of the Fire and Rescue National Framework and to ensure the Service continued to provide information on its activities to both the communities it serves and its key stakeholders. To enable the report to be published within a reasonable timescale, a draft text version of the report, without design and graphics, was presented for approval with a number of sections still to be finalised.

The following additions were proposed:

- As the accounts were not finalised until the end of July, it was not proposed to publish the annual report until after that date and any amendments to the accounts information were made. Some of the audit information in section 4 would be updated after the accounts were finalised, following updated comments from the external auditors.
- The format followed the same as previous years and the final design would look very similar to the 2017/18 document; being in full colour and including photographs. An additional section detailed outcomes of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection (as set out on page 43).

In discussion:

- As an oral update the second round of inspection results had been received with the Authority only one of two out of thirty fire authorities that did not need any areas of improvement. The Authority members responded with a round of applause. Members asked that there should be effective communications issues to highlight this good new story and encourage more people to read the final version.
- Regarding efforts to recruit more Women and Black, Asian and other minority ethnics and the events undertaken, a question was raised regarding the feedback received from the people who wished to join from the events and also a request for the ethnic and gender breakdown of the 21 new recruits from the November intake. **Action: Matthew Warren, Deputy Chief Executive, to email details to Cllr Scutt**
- One member suggested that what was missing from the document was any information on response times. It was explained that the new Integrated Risk Management Plan (IRMP) would be considering the whole issue as there was a need to review and re-align rural and urban response times to the call stations as currently there were 45 stations and 45 different standards.

It was resolved:

To agree the draft Annual Report and Statement of Assurance 2018/19 attached at Appendix 1 to the report, subject to the additions highlighted, and that any additional significant changes added following the meeting to be agreed by the Chief Fire Officer in consultation with the Chairman.

98. ANNUAL REVIEW OF INTEGRATED RISK MANAGEMENT PLAN (IRMP) PERFORMANCE

The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough reviewing the Service's progress to date, highlighting initiatives to further improve the quality of operational service provision and further reduce the level of risk in the community. The IRMP delivery was set out in the following four areas for management and monitoring purposes in line with our strategic aims:

- Community Safety Excellence,
- Operational Excellence,
- People
- Value for Money.

The report provided an update in respect of the refresh of the IRMP for 2018-19 with detail being provided in respect of the above four areas.

Officers were praised for the FireBreak initiative highlighting the positive message it provided and the need to involve more schools who were clearly interested and this would be further facilitated through a newsletter going to every school.

It was resolved:

To note the report.

99. AREAS FOR SCRUTINY CONSIDERATION

In discussion the following were suggested:

- Community Safety and evaluation of benefits
- Risk Based Inspection Programme
- Health and Wellbeing
- Best practice from second tranche Inspection results and what the Authority could learn from them
- Looking to learn from areas of bad practice identified from Reviews of other services to ensure that the Authority avoided such areas.
- Best practice consultation with representative bodies.

100. APPOINTMENTS TO COMMITTEES OUTSIDE ORGANISATIONS AND OTHER BODIES

Councillor Barbara Ashwood highlighted that with regard to her appointment on Policy and Resources Committee she was double booked as a result of County Council commitments for the next four meetings so would be seeking a replacement from her group.

As no changes were proposed at the current meeting,

It was resolved to:

To agree the appointments set out in the report and as reproduced as Appendix 1 to these minutes.

101. FIRE POLICY AND RESOURCES COMMITTEE MINUTES – 25th APRIL 2019

Members noted the minutes of the Policy and Resources Committee meeting held 25TH April 2019.

102. FIRE OVERVIEW AND SCRUTINY COMMITTEE MINUTES – 28th May 2019

Members noted the minutes of the Overview and Scrutiny Committee meeting held 28TH May 2019.

103. EXCLUSION OF PRESS AND PUBLIC

The Chairman explained that normally he tried to avoid moving meetings into private session, however under item 16 there were two items that on the advice of the monitoring officer should be discussed in private session.

It was resolved:

That the press and public be excluded from the meeting on the grounds that the discussion would contain exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended, and that it would not be in the public interest for this information to be disclosed as it was information relating to an individual and information relating to the Financial or Business affairs of any particular person (including the authority holding the information).

104. JUDICIAL REVIEW PROCESS AND ASSOCIATED MATTERS

Details were given of the hearing with a decision expected before end of July.

There was discussion regarding a pre-action letter. **Action: Shahin Ismail to circulate to all Fire Authority.**

For the operational efficiency and effectiveness of consolidating training facilities on a single site, Monks Wood formed part of a logical collaborative strategy and would fulfill one of the main priorities of the Fire and Rescue Service. As there had been a large increase in the cost of the Monks Wood Site there was a need for a new business case.

It was resolved:

- a) Letter to be sent to the P&CC seeking meeting dates.
- b) A new business case should go forward to the next Policy and Resources Committee. *(Post meeting Note: this was changed to a special meeting of the Fire Authority)*
- c) Once considered by the Special Fire Authority meeting the Business case to be sent to the P&CC.

Chairman

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Tuesday 30th July 2019

Time: 11.30am-12.55pm

Present: Cambridgeshire County Council:

Councillors: B Ashwood, S Bywater, I Gardener, J Gowing, L Harford, S Kindersley, M McGuire, K Reynolds (Chairman) and M Smith

Peterborough City Council:

Councillors: A Bond, J Goodwin, M Jamil and D Over (Vice-Chairman)

Officers Present: S Ismail and D Cave

105. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors Rogers, Scutt and Shellens.

There were no declarations of interest.

The Chairman thanked Members for attending the meeting at short notice, acknowledging that it had greatly inconvenienced some Members, but stressing that it was very important.

106. EXCLUSION OF PRESS AND PUBLIC

It was resolved:

That the press and public be excluded from the meeting on the grounds that the discussion would contain exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended, and that it would not be in the public interest for this information to be disclosed as it was information relating to an individual and information relating to the Financial or Business affairs of any particular person (including the authority holding the information).

107. JUDICIAL REVIEW PROCESS AND ASSOCIATED MATTERS

A copy of the advice provided by Peter Oldham QC, plus a copy of the Approved Judgement on the Judicial Reviews form Cambridgeshire and Peterborough, Shropshire and Wrekin, and Hereford and Worcester Fire Authorities, had been circulated to Members prior to the meeting.

Fire Authority Members discussed in detail the advice provided, both by Peter Oldham QC and the Monitoring Officer.

It was resolved to:

- 1) Appeal the Judgement of the Judicial Review process;
- 2) Proceed with a second Judicial Review.

CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY: MINUTES

Date: Tuesday 30th July 2019

Time: 2.30 - 3.40pm

Present: Cambridgeshire County Council:

Councillors: B Ashwood, S Bywater, I Gardener, J Gowing, L Harford, S Kindersley, M McGuire, K Reynolds (Chairman) and M Smith

Peterborough City Council:

Councillors: A Bond, J Goodwin and D Over (Vice-Chairman)

Officers Present: C Strickland, M Warren, S Ismail and D Cave

Also present: Jason Ablewhite, Christina Strood

Observer: Hayley Moore

108. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors Rogers, Jamil, Scutt and Shellens.

There were no declarations of interest.

110. FUTURE GOVERNANCE ARRANGEMENTS AND ASSOCIATED MATERS

It was agreed that this item was no longer required, due to recent events.

111. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously:

That the press and public be excluded from the meeting on the grounds that the discussion would contain exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended, and that it would not be in the public interest for this information to be disclosed as it was information relating to an individual and information relating to the Financial or Business affairs of any particular person (including the authority holding the information).

It was agreed that Jason Ablewhite, Christina Strood and Hayley Moore should be allowed to stay in the meeting.

112. RELOCATION OF FIRE SERVICE TRAINING FACILITIES

Fire Authority Members considered a report setting out the urgency for a modern and efficient training facility, progress to date and the options going forward.

It was resolved unanimously to:

- a) approve the preferred option of relocating the Service's training facilities to Monkswood, pending the outcome of the Police & Crime Commissioner's review of training facilities;
- b) approve that the Deputy Chief Executive Officer can begin to explore the potential of relocating the training facilities to an alternative site.

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren

Telephone 07768 023436
matthew.warren@cambsfire.gov.uk

DATE: 7 November 2019

FIRE AUTHORITY COLLABORATION OVERVIEW AND UPDATE REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update on the Services collaboration activities and how these are being monitored and reviewed.

2. Recommendation

- 2.1 The Fire Authority is asked to note the collaboration update, as at October 2019, within this report and attached at **Appendix 1**.

3. Risk Assessment

- 3.1 **Legal** – the Service has legal responsibilities as part of its strategy and each collaboration should consider the implications of these.
- 3.2 **Political** - by setting out our collaboration strategy we are able to accurately monitor and review all our collaborations to ensure that they are still meeting our business needs, providing value for money and risk mitigation or opportunity realisation. This allows us to provide assurances of our collaborations.
- 3.3 **Economic** - the proactive monitoring of value for money and benefits realisation through the collaboration strategy serves to ensure we are able to demonstrate effective use of resources.

4. Background

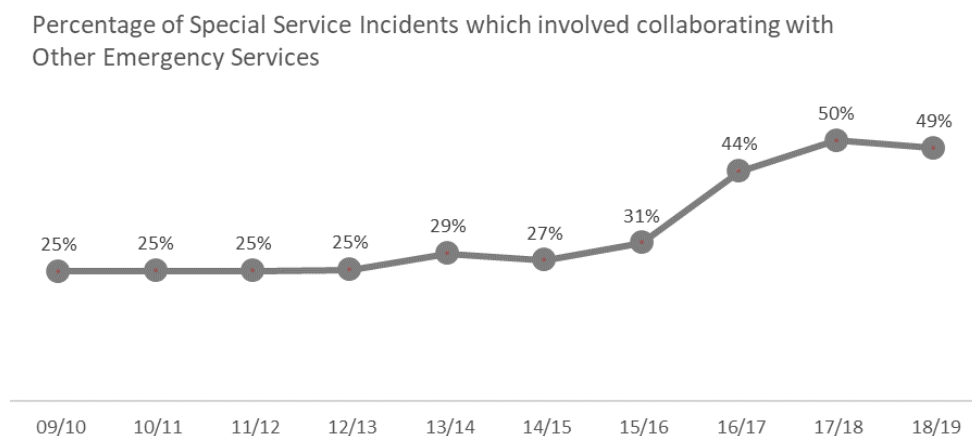
- 4.1 The Policing and Crime Act 2017 created a statutory duty on fire and rescue authorities, police forces and ambulance trusts to;
- Keep collaboration opportunities under review,
 - Notify other emergency services of proposed collaboration that could be in the interests of their mutual efficiency or effectiveness,

- Give effect to a proposed collaborated where the proposed parties agree that it would be in the interests of their efficiency or effectiveness and that it does not have an adverse effect on public safety.
- 4.2 The duty is deliberately broad to allow for local discretion in how it is implemented and recognises that local emergency services are best placed to determine how to collaborate for the benefit of their communities. However the duty sets clear expectations that collaboration opportunities should be considered.
- 4.3 The duty does not preclude wider collaboration with other local partners, such as local authorities and wider health bodies.
- 4.4 In October 2017 the Overview and Scrutiny Committee commissioned a Member-led review of collaborations. The findings, presented in January 2018, were positive however it did identify that the prioritisation of collaborations was different across the various organisations and this presented a resourcing issue for collaboration activities.

5. Progress on Collaborations

- 5.1 The Service has implemented a collaboration strategy. The strategy sets out the organisations approach to collaboration and puts in place a structure for instigating and monitoring such activities. A collaboration register is now in place that records key information. It identifies the benefits sought through collaboration as well as putting in place mechanisms to review and monitor the achievement of these.
- 5.2 The collaboration register is reviewed quarterly by the 'value for money' group. This group is responsible for ensuring that the register is up to date and the content is accurate.
- 5.3 The Service collaborates with a range of partners, some examples are;
- Provision of the use of fire stations to the NHS blood transfusion service, to allow blood donations, this is cost neutral to the Service but provides a cost saving to the NHS.
 - Northamptonshire Fire and Rescue Service provide the Services Fire Behaviour Training (FBT). This collaboration provides risk mitigation to the Service whilst we await decisions on the future training facilities.
 - Combined Fire Control is the joint control room for the Service and Suffolk Fire and Rescue Service. This has been in operation since 2011 and provides cost savings for both services.
 - The Services ASPIRE leadership programme was initiated by the Service but is now provided across police and fire partners in Cambridgeshire, Bedfordshire and Hertfordshire. This provides cost savings as well as allowing sharing of best practice and learning across the organisations.

- 5.4 Work is currently ongoing to realise a further significant collaboration opportunity. There is the opportunity to utilise land owned by Cambridgeshire Constabulary to create a joint training facility at Monkswood. Plans have been developed and planning permission granted. The Service is currently awaiting approval from Cambridgeshire Constabulary to proceed with this collaboration.
- 5.5 The Services recent work to create the IRMP 2020-2024 has also highlighted progress on collaborations. The Service has seen a 55 percent increase in the number of special services that it attends compared to five years ago. This is also a 41 percent increase on the number of special services attended 10 years ago. Special services incidents have increased because the rescue service has been working more collaboratively with other emergency services. The Service has seen an increase in 'effecting entry/exit', 'assist other agencies' and 'suicide/attempts', these types of incidents could involve collaboration. Emergency medical responding trials ran from 2015-2017, and will have contributed to our rise in special services. The graph below illustrates the increase in special services.



6. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Findings

- 6.1 The HMICFRS inspection process considers collaboration under the efficiency pillar and specifically under, 'making best use of resources'. The Service achieved 'good' in this area of the inspection report published in late 2018. HMICFRS noted in the report that the Service is '*exploiting several opportunities to collaborate within and beyond the fire sector.*' The report noted our Combined Fire Control with Suffolk and our ongoing work to collaborate on the new mobilising system. It also noted our shared ICT service and the use of our stations that are provided to Cambridgeshire Constabulary and East of England Ambulance Service.

- 6.2 The report noted that whilst the Service had evidence of review activities for the larger collaborations there was little review evidence of this taking place for all collaborations.
- 6.3 The work noted in this report, to introduce the collaboration strategy and the collaboration register, demonstrates that we are making progress in this area and will continue to review and monitor all of our collaborations to ensure that they are providing benefit to the Service, our partners or the public.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
10 year Special Service Analysis 2009-2019 Collaboration Strategy Collaboration Register An Inspection of Cambridgeshire Fire and Rescue Service	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

	Collaboration title	Brief description	Dates		CFRS Details		Partner organisations		Objectives of the collaboration	Link to strategic Aims	Objective progress	Benefits	Benefit type	Benefits update	General comments	Key documents		
1	First responding and co-responding	The East of England Ambulance Service (EEAS) aims to provide the highest quality patient care around the clock for everyone living in or passing through Bedfordshire, Hertfordshire, Essex, Suffolk, Cambridgeshire and Norfolk. However, due to the rural nature of some areas, it is not always possible to get an ambulance to the patient with potentially life-threatening conditions within those first few vital minutes. Therefore FRS Co-responder schemes are introduced whereby FRS staff are trained to provide emergency aid, including defibrillation if necessary, to the critically ill patient whilst an ambulance is en-route to the scene. The roles and responsibilities of the CFRS Co-Responders is to attend confirmed cardiac arrest call as agreed by EEAST.	Start date	24/04/2016	Lead CFRS contact	Karl Bowden	Partner organisations	EEAST	1	To improve community safety by using identified CFRS resources to provide lifesaving interventions in support of the EEAST	IRMP action plan line	Currently two stations delivering co responding A21 & A24	Improved level of service to rural communities	Achieved	Limited improved level of service to rural community	MOU (DMS#501191) revised following cessation of regional trial	Business case DMS Reference	375122
			Duration	Ongoing	Strategic owner	Jon Anderson	Lead name	Paul Marshall									Collaboration risk assessment DMS reference	
			End date	N/A			Contact details	paul.marshall@eastamb.nhs.uk	2	To reach agreement with EEAST and produce a Memorandum of Understanding (MOU) which defines the use of CFRS resources. In doing so we will look to align our practices to	MOU completed DMS # 501191	Improved partner agency working and engagement	Achieved	Improved partner agency working and engagement	Collaboration Agreement DMS reference		493769	
			Date of last annual review	18/07/2019	Type of collaboration		Partner organisations								Equality impact assessment		432021	
			Last annual review completed by	Karl Bowden			Contact details		3	To use data analysis to identify the most appropriate CFRS assets to support Objective 1 (to include a gap analysis for an additional equipment, vehicle and training provision)	Contact EEAS to discuss their longer term plans spoken with opposite number in EEAS, who offered to come back with some proposals. no response received. RH will be submitting a proposal to the Jan 19 Programme Board	Due to lack of interaction with EEAS no further analysis has taken place	Not achieved	COG decision required as to if CFRS continue, this will need to be balanced against risk, benefit and cost				
			Collaboration status	Requires strategic review			Partner organisations											
2	Police utilising our vehicles for community based work in Peterborough	Vehicles are available at Dogsthorpe or Stanground Fire Station for community based work in Peterborough by the police	Start date	08/07/2017	Lead CFRS contact	Chris Parker	Partner organisations	Cambridgeshire	1	To develop areas of mutual interest and opportunities for joint working	IRMP 4.5	The system has been in place for a short time now with Police utilising this facility on numerous occasions each month, making more effective use of the fleet	Joint opportunities for working	Achieved	More effective use of services fleet for FRS and Police. Pay as you go model making it effective for both	MOU (DMS#469298)	Business case DMS Reference	457516
			Duration	Ongoing	Strategic owner	Laura Hunt	Lead name	Jason Ablewhite									Collaboration risk assessment DMS reference	
			End date	N/A			Contact details	jason.ablewhite@pcccambs	2	To establish protocols for efficient and effective joint working	Covered in MOU	Joint opportunities for working	Achieved	More effective use of services fleet for FRS and Police. Pay as you go model making it effective for both	Collaboration Agreement DMS reference			
			Date of last annual review		Type of collaboration	Share estates and assets	Partner organisations								Equality impact assessment			
			Last annual review completed by				Contact details		3	Details the arrangements for the shared use of specific CFRS vehicles located in Peterborough	Covered in MOU	Joint opportunities for working	Achieved	More effective use of services fleet for FRS and Police. Pay as you go model making it effective for both				
			Collaboration status	Open			Contact details											
3	Police using CFRS sites	For every site that the Police wish to use an agreement needs to be completed by the Station Commander	Start date	2015	Lead CFRS contact	Karl Bowden	Partner organisations	Cambridgeshire	1	To develop areas of mutual interest and opportunities for joint working		Number of sites identified and now being utilised through the MOU that is in place.	Joint opportunities for working, making a more effective use of property estates and reducing wasted time for Police	Achieved	Whilst both achieved and delivering well - this work stream remains open so that if needed Police and expand this scheme dependant on their business need.	MOU (DMS#479443) MoTo for Whittlesey DMS#456444	Business case DMS Reference	457516
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name	Laura Hunt									Collaboration risk assessment DMS reference	
			End date	N/A			Contact details		2	To establish protocols for efficient and effective joint working	Complete - See process by Stuart Smith, now being utilised to bring more sites on to the scheme - as per Police needs	Joint opportunities for working, making a more effective use of property estates and reducing wasted time for Police	Achieved	Whilst both achieved and delivering well - this work stream remains open so that if needed Police and expand this scheme dependant on their business need.	Collaboration Agreement DMS reference		#456444 Next review date 31/07/2019	
			Date of last annual review		Type of collaboration	Share estates and assets	Partner organisations								Equality impact assessment			
			Last annual review completed by				Contact details		3									
			Collaboration status	Open			Contact details											
4	EEAST using CFRS sites at Chatteris and Huntingdon Providing an emergency presence/Response Post/Dynamic Activation Post	Includes the provision of a rest room and kitchen facilities. Currently they use the station as a Dynamic Activation Post but this will change to a Response post. Their occupation of the space is pending minor refurbishment works completion.	Start date	2008	Lead CFRS contact		Partner organisations	EEAST	1	To provide EEAST with access to CFRS rest room and kitchen facilities at agreed sites		EEAST have hosen not to use the facilities at Dogsthorpe Fire station therefore details of Dogsthorpe have been removed from the collaboration detail	Joint Opportunities to share facilities to EEAST	Not achieved		MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Simon Newton	Lead name										Collaboration risk assessment DMS reference	
			End date	N/A			Contact details		2						Collaboration Agreement DMS reference			
			Date of last annual review		Type of collaboration	Share estates and assets	Partner organisations								Equality impact assessment			
			Last annual review completed by				Contact details		3									
			Collaboration status	Open			Contact details											
5	Stanground Fire Station /EEAST Dynamic Activation post	Includes the provision of a rest room and kitchen facilities. Currently using the station as a Dynamic Activation Post	Start date	2015	Lead CFRS contact	Sean Hedger	Partner organisations	EEAST	1	To provide EEAST with access to CFRS rest room and kitchen facilities at agreed sites			Joint Opportunities to share facilities to EEAST			MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Simon Newton	Lead name										Collaboration risk assessment DMS reference	
			End date	N/A			Contact details		2						Collaboration Agreement DMS reference			
			Date of last annual review		Type of collaboration	Share estates and assets	Partner organisations								Equality impact assessment			
			Last annual review completed by				Contact details		3									
			Collaboration status	Open			Contact details											
6	Cambridge Search and Rescue (CAMSAR)	Use of March, Cottenham, Sawtry and Littleport Fire Stations. CAMSAR also provide our fire ground welfare facilities for us, free of charge to incidents. Fire Control mobilise CAMSAR to deliver, set it up, and then will pick it up after use, they then will take it for maintenance and put it back at station. In return for this they are able to use our facilities and store equipment at our sites.	Start date	Jun-17	Lead CFRS contact	Per Middleton	Partner organisations	CAMSAR	1	To provide CAMSAR with access to CFRS sites as specified in the agreement			Joint opportunities for working			MOU (DMS#494128)	Business case DMS Reference	
			Duration	ongoing	Strategic owner	Ryan Stacey	Lead name	Jonathan Harwood									Collaboration risk assessment DMS reference	
			End date	N/A			Contact details	j.harwood@camsar.org 0746 2866360	2						Collaboration Agreement DMS reference			
			Date of last annual review	Jul-19	Type of collaboration	Share estates and assets	Partner organisations								Equality impact assessment			
			Last annual review completed by	Scott Feveyear			Contact details		3									
			Collaboration status	Open			Contact details											
	EEAST use of Whittlesey, Huntingdon Fire stations as	Includes the provision of a rest room and kitchen facilities. Currently used as a Response Post	Start date	22/03/2011	Lead CFRS contact	Giles Grainger	Partner organisations	EEAST	1	To provide EEAST with access to CFRS rest room and kitchen facilities at agreed sites			Joint Opportunities to share facilities to EEAST			MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Simon Newton	Lead name	Luke Squibb									Collaboration risk assessment DMS reference	
			End date	N/A			Contact details	luke.squibb@eastamb.nhs.uk	2						Collaboration Agreement DMS reference			
			Date of last annual review	A18 - 10/01/19 A27 - 10/01/19	Type of collaboration	Share estates and assets	Partner organisations								Equality impact assessment			
							Lead name	Leading Operations Manager										

7			Last annual review completed by	Collaboration status	Open			Contact details	Partner organisations	Lead name	Contact details	3							Collaboration Agreement DMS reference	Equality impact assessment		
8	Combined Fire Control	The relinquishment of the existing Suffolk Fire and Rescue Service Control Room due to a PFI development programme of the site and the unavailability of the Regional Control Centre for SFRS were expected to occupy in October 2011. The existing SFRS Control Room requires vacating by no later than 30 November 2011. There is a requirement in the Fire Service Act (2004) under section 7 b(b) that a FRS should make arrangements for dealing with calls for help and for summoning personnel. However, there is no direct instruction as to how this function can be discharged, as such there is no restriction on SFRS as to how the arrangements are delivered.	Start date	03/12/2010	Lead CFRS contact	Simon Newton	Partner organisations	Suffolk FRS	1	To provide an effective emergency call handling service on behalf of Suffolk Fire & Rescue Service to include EISEC/ALSEC functionality as a standard operating procedure				Joint working reduced financial costs to CFRS/SFRS				228522 228503 228507 228502 228501 228515 228518 228519 228520	Business case DMS Reference	191722		
			Duration	Ongoing	Strategic owner	Jon Anderson	Lead name	Dan Fern														
			End date	N/A			Contact details	dan.fern@suffolk.gov.uk	2	On receipt of requests for assistance the appropriate SFRS resources can and will be mobilised in accordance with the pre-determined attendance				Collaborative working delivers key element of government expectations of Comprehensive Spending Review								
			Date of last annual review		Type of collaboration	Service Provision	Partner organisations															
							Lead name		3	To identify the specific operational support functions that SFRS wish to undertake on their behalf in addition				Enables some elements of Fire Control Project to be assessed								
							Contact details															
									4	Review existing CFRS and SFRS procedures to establish which functions can be standardised to facilitate a more collaborative and				EISEC/ALSEC enables greater accuracy of caller location to be secured								
			Last annual review completed by				Partner organisations															
			Collaboration status	Open			Lead name		Contact details													
			9	Senior Officer Sharing with Bedfordshire	To improve operational resilience for strategic (Gold) level events CFRS and BFRS have entered into a section 16 agreement to share the operational use of Area Commanders. This is being further considered to potentially incorporate Brigade managers.	Start date	01/01/2017	Lead CFRS contact	Chris Parker	Partner organisations	Bedfordshire FRS	1	To provide additional resilience at Area Commander level within both Services.	IRMP 4.4	In place and delivering	Yet to be fully achieved as neither service has yet had the need to fully activate the Ops deployment section, other aspects working well	Achieved					Business case DMS Reference
Duration	On-going	Strategic owner				Jon Anderson	Lead name	DCFO Andy Hopkinson														
End date							Contact details	andy.hopkinson@bedsfire.com	2	To improve both services ability to continuously staff the needs of prolonged operational deployments at strategic level	IRMP 4.4	In place and delivering	Yet to be fully achieved as neither service has yet had the need to fully activate the Ops deployment section, other aspects working well	Achieved					Collaboration risk assessment DMS reference			
Date of last annual review	Reviewed 6 monthly by way of AC's meetings	Type of collaboration				Joint Resourcing	Partner organisations															
							Lead name		3											Collaboration Agreement DMS reference		
							Contact details															
									Partner organisations	Lead name	Contact details									Equality impact assessment		
Last annual review completed by																						
Collaboration status	Open																					
10	ICT Shared Service	The ICT Shared Service (ICT SS) was formed in Jul 2013 between Cambridgeshire Fire and Rescue Service (CFRS) and Bedfordshire Fire and Rescue Service (BFRS) to provide ICT support to both parties. CFRS and BFRS provide ICT disaster recovery (DR) facilities for each other as part of the agreement. The ICT SS is made up of staff from both Services, with staff working from a central location in support of both Services.				Start date	Oct-13	Lead CFRS contact	John Fagg	Partner organisations	Bedfordshire Fire & Rescue Service	1	Embed customer focus culturally within the team with the aim of providing a better quality ICT service	VFM	Great progress has been made in this area, which can be seen from the increased user perception survey scores and the improved performance against KPIs	Improved customer satisfaction with ICT provision and support.	Achieved				A restructure of the ICT SS has taken place to ensure resources are aligned to current and future technologies. There have been a number of 'pinch' points within the current structure that has impacted on project progression, but this will improve under the new structure.	Business case DMS Reference
			Duration	5 Years (+ 5)	Strategic owner	Matthew Warren	Lead name	Paul Hughes														
			End date	Oct-23			Contact details	paul.hughes@bedsfire.com	2	Improve the resilience and flexibility of ICT service provision, including improved cover	VFM	This benefit has been realised in the majority of areas within the ICT SS. Improvements are required in the Comms and Support teams. This is being addressed as part of the restructure.	Greater pool of resources available to each Service during incident management. Greater cover during periods of	Definite					Collaboration risk assessment DMS reference			
			Date of last annual review	Nov-18	Type of collaboration	Shared Service	Partner organisations															
							Lead name		3	Benefit from economies of scales during the procurement of ICT hardware/software	VFM	It has become common practice for each Service to take the lead on procurement activities for ICT equipment and services. This had lead to less duplication in procurement activities and VFM	Reduced procurement activities. Reduced costs.	Achieved					Collaboration Agreement DMS reference	ICT SS Agreement #389089 #313164		
			Last annual review completed by	John Fagg	DMS #500859 (2016/17) DMS #560250 (2017/18)		Partner organisations															
							Lead name		Contact details											Equality impact assessment		
			Collaboration status	Open																		
11	Gazetteer Manager Service for Bedfordshire Fire and Rescue Service	CFRS provide a managed service to BFRS. We host their address data, advice them how to access the data and use it to best effect in third party applications	Start date	Apr-11	Lead CFRS contact	Nicola Smith	Partner organisations	Bedfordshire Fire & Rescue Service	1	BFRS pay for single licence of software and we manage data, updates, changes, engagement with data creator	Vfm	Bedfordshire still pay this will but over time and the movement of staff in Bedfordshire the understanding of what we do for them has been lost. We are working to re-establish the contacts, which we have now found and we are making	Partnership working best practice	Expected				We provide subject matter expertise to Bedfordshire. Since the ownership has changed in Bedfordshire we are making good progress in establishing best practice for Bedfordshire. This benefit is felt by Bedfordshire we are not receiving any best practice in return, only income that supports our BIP delivery team.	DMS 47943 SLA	Business case DMS Reference		
			Duration	Ongoing	Strategic owner	Tamsin Mirfin	Lead name	Paul Hughes														
			End date	N/A			Contact details	paul.hughes@bedsfire.com	2										Collaboration risk assessment DMS reference			
			Date of last annual review	11/04/2019	Type of collaboration	Service Provider	Partner organisations															
							Lead name		3											Collaboration Agreement DMS reference		
							Contact details															
									Partner organisations	Lead name	Contact details									Equality impact assessment		
			Last annual review completed by	Tamsin Mirfin																		
Collaboration status	Open																					
12	FRIC	Over the years, third party insurance has been very costly with very little competition in the fire sector. An alternative was researched and the Fire and Rescue Indemnity Company (FRICS) has been set up for the mutual management of risk, to provide discretionary cover and the purchase of external insurances. It is owned and controlled by the nine member fire and rescue authorities (Bedfordshire, Royal Berkshire, Cambridgeshire, Cheshire, Devon and Somerset, Leicestershire, Kent, Hampshire and Essex). The new arrangements commenced on 1 November 2015 after being approved by the Authority by February 2014. This is renewed annually. A procurement process was	Start date	Nov-18	Lead CFRS contact	Amy Jackson	Partner organisations	Bedfordshire Fire & Rescue Service	1	To provide cost savings to the organisations	VFM	After the most recent renewal period ending Nov 2018. The service has seen a saving of £20k+ saving to their insurance/protection renewal. These savings have been created by better internal	Savings on insurance premium tax	Achieved				The Service saves on Insurance premium tax on its protection services (property and Liability etc.) and has done for the last 3	Business case DMS Reference			
			Duration	31/10/2019	Strategic owner	Matthew Warren	Lead name	Gavin Chambers														
			End date				Contact details		2	Share best practice	All areas	Sharing best practise is done through the FARRG group. Each Service within each group discusses different areas of the organisation and best	Reduces risk to organisations	Anticipated				This is on-going	MOU (DMS#531588)	Collaboration risk assessment DMS reference		
			annual review	Nov-18	Type of collaboration	Protection Mutual	Partner organisations	Royal Berkshire FRS														
			Date of last annual review		Partner organisations	Devon & Somerset	Lead name		3	Mitigate risks	VFM	The fire and rescue risk group (training) meet on a quarterly basis to try and identify common risks and work together to try and mitigate the risks. CCTV has been the latest project to be implemented to reduce the risk within the Service. A prioritisation plan has been developed to look at	Build up reserves	Achieved				The service has taken positive steps to mitigate risks. One example is the implementation of CCTV. The risk has been reduced for fraudulent claims to be lodged against us and the Service having	Collaboration Agreement DMS reference			
			Last annual review completed by	Josh Muir	Partner organisations	Sue Nugent	Contact details	Cheshire FRS														
							Lead name															
									Plus Others: Essex, Kent, Leicestershire & Hampshire												Equality impact assessment	
			Collaboration status	Open			Contact details															
			13	Shared Audit with Bedfordshire and Essex Fire and Rescue Service	Internal audit carrying out a programme of internal audit throughout the year	Start date	Apr-16	Lead CFRS contact	Amy Jackson	Partner organisations	Bedfordshire Fire & Rescue Service	1	Same audit across all three services				Bench mark against each other					Business case DMS Reference
Duration		Strategic owner				Matthew Warren	Lead name	Gavin Chambers														
End date	April 19 (to be extended to 04/21)						Contact details	gavin_chambers@bedsfire.com	2										Collaboration risk assessment DMS reference			
Date of last annual review	04/04/2019	Type of collaboration				Join Contracting	Partner organisations	Essex FRS														
							Lead name	Glen McGuiness	3										Collaboration Agreement DMS reference			
							Contact details	glen.mcguiness@essex-fire.gov.uk														
									Partner organisations	Lead name	Contact details									Equality impact assessment		
Last annual review completed by	MW																					
Collaboration status	Open																					
	Joint provision of Manpower	Provision of operational DIM support to the Police at multi-agency events with the working arrangement that	Start date	Oct-17	Lead CFRS contact	Per Middleton	Partner organisations	Fire Resilience	1	To promote a consistent level of DIM support by FRS DIM assets to incidents and operations where DIM support is required				Saving lives, public safety and other safety critical activities					Business case DMS Reference			
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name	Neil Millward														
			End date	Oct-19			Contact details	nwillward@fireresilience.org.uk											Collaboration risk			

14	Detection Identification and Monitoring team with Essex to the Region. (DIM)	the FRS should take the lead responsibility for the provision of DIM, thereby reducing the duplication of effort and varying levels of capability across the UK Police Services	Date of last annual review	Jul-19	Type of collaboration	service Provision	Partner organisations		2	To inform and manage expectations across the Police Service, and critically to raise awareness of situations where FRS DIM may not attend immediately.						MOU (DMS#50666)	assessment DMS reference	
			Last annual review completed by	Scott Feveyear			Lead name			To promote discussion and engagement between Police Services and Counter Terrorism hubs and their local FRS and their nearest FRS DIM			Best Practice				Collaboration Agreement DMS reference	
			Collaboration status	Open			Contact details		3				Partners will work together making best joint use of available capabilities to manage an incident				Equality impact assessment	
15	National Operational Guidance Hub	A regional group, which is Essex, Herts, Suffolk, Norfolk, Beds and Cambs. Working together to implement and adopt the National Operational Guidance. 22 pieces of national operational guidance came in in April, rather than individually working out how we will implement these we have pooled resources to do this once across the collaborative partners. This is also about standardising processes across the boarders, so when we operationally work together we can do so easily. Kent are looking to share and swap some pieces with us that they have done and they will be taking some of ours. Martin Ockenden is in it full-time, Essex have a resource	Start date	01/12/2017	Lead CFRS contact	Wayne Swales	Partner organisations	Suffolk FRS	1	To ensure that the Service within the Eastern region have an established plan for the adoption and	Operational excellence - IRMP 2.4		Use of product packs developed by other FRSs			Regional implementation group review it on a regular basis. Tiered governance is in place and working.	Business case DMS Reference	
			Duration		Strategic owner	Chris Parker	Lead name										Collaboration risk assessment DMS reference	
			End date	Ongoing	Type of collaboration	Shared Resourcing	Contact details											
			Date of last annual review	Mar-19	Partner organisations	Essex FRS	Partner organisations	Beds FRS	2	Maximise the opportunity to work collaboratively aligning operational guidance and policy within the region as far as possible	Operational excellence - IRMP 2.4		Recognition of proactive approach to NOG implementation within the FRS					
			Last annual review completed by		Lead name		Contact details											
					Partner organisations	Hertfordshire FRS	Partner organisations	Norfolk FRS	3	Maximise efficiency of NOG implementation by sharing a wider dedicated team with a clear methodology to achieve the task	Operational excellence - IRMP 2.4		Reduced cost to each service by working collaboratively				Collaboration Agreement DMS reference	
			Collaboration status	Open	Contact details		Contact details											
16	Cambridgeshire Police Arson Liaison	We have a dedicated arson single point of contact across the whole county, enabling us to work closely with partners and react to arson within Cambridgeshire in a timely and efficient manner.	Start date	2015	Lead CFRS contact	Pete Jones	Partner organisations	Cambridgeshire Constabulary	1	Reduction of deliberate fires.		Reduction in numbers of deliberate fires has decrease year on year	Reduction in cost to the service				Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference	
			End date	N/A			Contact details											
			Date of last annual review	12/04/2019	Type of collaboration		Partner organisations		2	Reduction in the social and economic effects of deliberate fire setters			Reduce time crews have to spend at fires				Collaboration Agreement DMS reference	
			Last annual review completed by	Pete Jones			Contact details		3								Equality impact assessment	
			Collaboration status	Open			Contact details											
17	Specialist Operational Equipment sharing with Police and Ambulance Service	Cambridgeshire Fire & Rescue Service (CFRS) and Cambridgeshire Constabulary (CC) each individual service has, for individual business needs, obtained and trained staff on specialist operational equipment. In most cases this equipment comes with a significant financial cost as well as a significant training and development cost. Under these circumstances it would make it an inefficient use of tax payer's money and services time to hold this specialist equipment individually. However it does add to efficiency and effectiveness whilst adding value to the community for services to have in place a Memorandum of Understanding to enable access to the specialist equipment and trained staff.	Start date	TBC	Lead CFRS contact	Dave Lynch	Partner organisations	Cambridgeshire Constabulary	1	To Share Equipment across all 3 services		Updated to an electronic copy. This is to be distributed to all three services to be used by frontline staff and control operators. SC Jeff Whitlam is now leading from an FRS perspective. ICT Have agreed method of implementation. Awaiting police update due to new equipment.	Reduce costs across all three services			MOU (DMS#495638)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review	6 monthly review meetings	Type of collaboration		Partner organisations	EEAST	2	To enhance knowledge on the different equipment for all three services		The new equipment catalogue has now gone live and sits on the Miquet tablets for operational crews to utilise. Next update will provide information on how both Police and Ambulance	Efficiency in terms of operational				Collaboration Agreement DMS reference	
			Last annual review completed by	Dave Lynch: 18/07/19			Contact details		3				Shared awareness and understanding				Equality impact assessment	
			Collaboration status	Open			Contact details											
18	Shared gym and canteen facilities with the Police	Cambridgeshire Fire & Rescue (CFRS) and Cambridgeshire Constabulary (CC) both have existing facilities that enable staff to develop, maintain and improve their personal fitness. Both organisations are committed to sharing these facilities to enhance the offering and commitment to staff without the need to build additional facilities	Start date	2017	Lead CFRS contact	Chris Parker	Partner organisations	Cambridgeshire Constabulary	1	Both organisation are committed to sharing these facilities to enhance the offering and commitment to staff without the need to build additional facilities	IRMP 4.2	In place for a number of sites and appears to working well improving the options for health and wellbeing aspect of staff in these areas	Reduce costs for both organisations	Achieved	On- going	(DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner		Lead name										Collaboration risk assessment DMS reference	
			End date	N/A			Contact details		2				More opportunities for staff to use the gym and more locations				Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations										Equality impact assessment	
			Last annual review completed by				Contact details		3									
			Collaboration status	Open			Contact details											
19	Trauma Risk Management (TRIM) in the event of a significant incident with the Police	Both CC and CFRS utilise the Trauma Risk Management (TRIM) debriefing system for incidents within their organisations. The TRIM system provides a positive and proactive approach to debriefing staff (post incident) to ensure staff welfare is considered at the earliest opportunity, and staff receives the correct level of support that they need at that time	Start date	01/01/2018	Lead CFRS contact	Wendy Coleman	Partner organisations	Cambridgeshire Constabulary	1	Reduce mental health and absence from work			Staff feeling valued			MOU (DMS#469298)	Business case DMS Reference	
			Duration	Annually	Strategic owner	Chris Parker	Lead name	ian hammett									Collaboration risk assessment DMS reference	
			End date				Contact details	ian.hammett@cambs.p	2				Reduced long term sickness to do with mental health				Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations	olice.uk									Equality impact assessment	
			Last annual review completed by				Lead name		3									
			Collaboration status	Open			Contact details											
20	Mutual support in delivery of Readiness and Risk assurance reviews (PEEL)	Cambridgeshire Constabulary (CC) has a well-established and embedded HMICFRS Readiness Review process. With the introduction of the inspection process to the Fire Service in 2018, Cambridgeshire Fire and Rescue Service (CFRS) has worked closely with the Constabulary to understand their processes and has adopted a similar process referred to as Risk Assurance Reviews. Through meaningful discussions and trials it has emerged that there is organisational benefit to both the CC and CFRS in collaboration in the delivery of Readiness Reviews and Risk Assurance Reviews.	Start date	Nov-17	Lead CFRS contact	Tamsin Mirfin	Partner organisations	Cambridgeshire Constabulary	1	The agreement is to provide resources to support each other in the delivery of Readiness Reviews and Risk Assurance Reviews to provide objective critical friend support and challenge	VFM	Historically we have provided support to two Police mini PEELs and likewise Police Colleagues have provided support to two FRS mini PEELs. WE will be approaching for further support for a mini PEEL this year also. We do get great shared benefit from having critical friends on these reviews.	Shared learning and critical friend support and challenge	Achieved	We have achieved this on the 4 reviews that we have jointly conducted. As well as this helping to prepare us for the HMICFRS inspection process. We will continue to see this benefit for every review that we conduct jointly.	MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Tamsin Mirfin	Lead name	Chris Savage									Collaboration risk assessment DMS reference	
			End date	n/a			Contact details	Savage@cambs.pnn.pol	2								Collaboration Agreement DMS reference	
			Date of last annual review	11/04/2019	Type of collaboration	Mutual Support	Partner organisations	ice.uk									Equality impact assessment	
			Last annual review completed by	Tamsin Mirfin			Lead name		3									
			Collaboration status	Open			Contact details											
21	Large Good Vehicle (LGV) Driver Training. Level 3 award in education and training with the Police	Cambridgeshire Fire & Rescue Service (CFRS) have a well-established and embedded driver training function with the Service. The driver training function offers a suite of internal courses to meet the business needs of CFRS. Through meaningful discussions it has emerged that a specific department (Collision Investigation Team) within Cambridgeshire Constabulary (CC) has an operational business needs to be upskilled to drive Large Goods Vehicles (LGV). Given the specific needs and limited number of staff requiring training (less than 15) it is effective collaboration for CFRS to deliver the courses for CC staff	Start date	2017	Lead CFRS contact	John Sherrington	Partner organisations	Cambridgeshire Constabulary	1	Upskilling of Police Collision Investigation Team			Joint working Best Practice			MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name										Collaboration risk assessment DMS reference	
			End date	N/A			Contact details		2								Collaboration Agreement DMS reference	
			Date of last annual review	May-19	Type of collaboration		Partner organisations										Equality impact assessment	
			Last annual review completed by	John Sherrington			Lead name		3									
			Collaboration status	Open			Contact details											

22	ASPIRE leadership in management programme with Police and Fire partners across the county	Cambridgeshire Fire and Rescue Service (CFRS) in collaboration with Bedfordshire Fire & Rescue Service (BFRS) deliver the ASPIRE leadership and management programme. This programme is delivered internally by specialist learning and development staff and is aimed at developing supervisory managers to equip or expanding their skill for middle management roles	Start date	2017	Lead CFRS contact	Georgina Coop	Partner organisations	Bedfordshire Fire & Rescue Service	1	To deliver the Aspire Leadership & Management Scheme Programme to CFRS, CC, HFRS & BFRS staff		Last cohort finished April 2019 (5 x Beds delegates, 3 x Herts delegates 6 x CFRS delegates). Next cohort involves programme redesign in conjunction with T-Three full collaboration on design of programme Beds, Herts and Cambs). First cohort of 'new' programme will run Jan 2020 as a trial. To be offered more widely after evaluation.	Joint working Best Practice	Achieved	On-going	MOU (DMS#469298)	Business case DMS Reference	
			Duration	ongoing	Strategic owner	Sam Smith	Lead name	Steve Hum									Collaboration risk assessment DMS reference	
			End date				Contact details	steve.hum@bedsfire.co.uk									Collaboration Agreement DMS reference	
			Date of last annual review	Aug-19	Type of collaboration		Partner organisations	Hertfordshire Fire & Rescue Service									Equality impact assessment	
			Last annual review completed by	Georgina Coop			Lead name	Sue Mottishead										
			Collaboration status	Open			Partner organisations	Cambridgeshire Police										
23	Joint access of locations (access cards/fobs) with Police	Both CC and CFRS have numerous property sites within their respective portfolios, these sites are already in place and hold a number of facilities for their respective organisation.	Start date	Jan-17	Lead CFRS contact	Chris Parker	Partner organisations	Cambridgeshire Constabulary	1	CC & CFRS staff to access each other's properties without undue or repetitive administration but maintain all required safeguards in security of sites	IRMP 4.2	Strategic staff all have fobs and access in place. All other staff need to be vetted by Police prior to passes being issued.	More effective collaboration and use of facilities.	Achieved	on-going	MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner		Lead name	Jason Ablewhite									Collaboration risk assessment DMS reference	
			End date				Contact details	jason.ablewhite@pccca.mbs									Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations										Equality impact assessment	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations											
24	CFRS providing HGV Trainings to Cambridgeshire Police Accident Investigation Team	CFRS giving HGV training to Cambridgeshire Police Accident Investigation Team to provide them with the knowledge and support in HGV accident investigations.	Start date	2017	Lead CFRS contact	John Sherrington	Partner organisations	Cambridgeshire Police Accident Investigation Team	1	Providing HGV training to Cambridgeshire Police Accident Investigation Team			Providing them with the knowledge and support in HGV accident investigations			MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details										Collaboration Agreement DMS reference	
			Date of last annual review	May-19	Type of collaboration		Partner organisations										Equality impact assessment	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations											
25	Cambridgeshire County Council	Currently working on project with Adult Social Care teams to support services through the Safe and Well visit. There are now many partners in the collaboration Peterborough Plus, Solutions for Health, Everyone Health, Insight, Leap (local energy assist programme), Health and Wellbeing network (VOLORG), Peterborough County Council, Camquit	Start date	Jun-15	Lead CFRS contact	Paul Clarke	Partner organisations	Cambridgeshire County Council	1	To implement safe and well visits	IRMP		Improving the service we deliver to the most vulnerable in our community				Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference	
			End date	Ongoing			Contact details										Collaboration Agreement DMS reference	
			Date of last annual review	May-19	Type of collaboration		Partner organisations	Cambridgeshire Constabulary									Equality impact assessment	
			Last annual review completed by	Paul Clarke			Contact details											
			Collaboration status	Open			Partner organisations	NHS										
26	Safer Peterborough Partnership	The Safer Peterborough Partnership (SPP) is Peterborough's community safety partnership, which is made up of a number of statutory and non-statutory organisations who are collectively responsible for reducing crime and disorder, combatting the misuse of drugs, alcohol and other substances, and reducing reoffending. The partnership is staffed by a team made up from Fire Service, Police, Council and Prison staff alongside a number of other cooperating authorities including: housing associations, Criminal Justice bodies and Not-for-Profit organisations. One station commander embedded into partnership and working as deputy team manager	Start date	2008	Lead CFRS contact	Farsh Raoufi	Partner organisations	Cambridgeshire Constabulary	1	Tackling Anti-Social behaviour and Hate Crime			Improvement of both community safety and statutory relationships with Peterborough residents		Significant progress in improving both community safety and statutory body relationships with Peterborough residents.	MOU (DMS#469298)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details										Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations	HM Prison Service									Equality impact assessment	
			Last annual review completed by				Contact details											
			Collaboration status	Open			Partner organisations	CCC										
27	Peterborough Prison and the Probation Service (ICARUS)	Work began with the prison Service in 2015 and the probation Service at Peterborough Magistrates Court in January 2016. ICARUS has been designed as an Arson Intervention Programme. It is evidence-based one to one therapeutic model of delivery to change the behaviours of people convicted of arson and to support them in their recovery. It is delivered to people within the prison setting and is now available for you to take part in within custody and the community during your probation period.	Start date	2015	Lead CFRS contact	Wendy Coleman	Partner organisations	Probation Service	1	Working with prisoners/clients on an arson intervention programme providing other coping mechanisms			Arsonists do not reoffend			MOU (#358106)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name	Heather Whitley									Collaboration risk assessment DMS reference	
			End date				Contact details										Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations	Prison Service									Equality impact assessment	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations											
28	Fenland - Operation Pheasant	CFRS form part of the joint enforcement team targeting rogue landlords. This has now been extended to Peterborough	Start date	2013	Lead CFRS contact	Dave Lynch	Partner organisations	Fenland District Council	1	To increase the intelligence flow to both the Constabulary and other agencies		Impact days under Op Pheasant continue to occur on an approximate quarterly basis. The most recent was an impact day in Wisbech which proved to be incredibly successful amongst all agencies to include Licensing, Trading Standards, LHA, Police	To support occupants and help them to an alternative lifestyle				Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name	Sarah.Gove@fenland.gov.uk									Collaboration risk assessment DMS reference	
			End date				Contact details										Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations										Equality impact assessment	
			Last annual review completed by	18/07/2019			Lead name											
			Collaboration status	Open			Partner organisations											
	Bobby Scheme	Bobby Scheme volunteers to deliver Home Fire Safety checks on behalf of CFRS in vulnerable adults' home this is in addition to normal work	Start date	2015	Lead CFRS contact	Wendy Coleman	Partner organisations	Bobby Scheme	1	Providing support to vulnerable adults on Home Fire Safety for CFRS (at the same time as their normal work)			Smoke alarm fitted and advise on home fire safety in the event of a fire			MOU (DMS#485224)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name	Perry Luparia									Collaboration risk assessment DMS reference	
			End date				Contact details										Collaboration Agreement DMS reference	
			Date of last annual review		Type of collaboration		Partner organisations										Equality impact assessment	
			Last annual review completed by				Lead name											
			Collaboration status				Partner organisations											

29			status	Open			Contact details										assessment	
30	CFRS's new Environmental Protection Unit is being procured with money from the Environment Agency	We have received £25k capital funding from the environmental agency to put towards providing a environmental response in the county. We have also received additional equipment and training and ongoing support from the EA. The EA will provide and support the operational equipment. We have replaced our existing IRU at St. Neots with a new vehicle an ISU. We have also part funded this. The vehicle is at St.Neots. Essentially the EA have provided £70k into service through this equipment and training and capital. This has saved us £70k. This vehicle is only costing us £15k per annum to maintain.	Start date	01/09/2017 Vehicle arriving 07/18	Lead CFRS contact	Wayne Swales	Partner organisations	Environmental Agency	1	The agency has allocated funds fro its SR15 Framework Directive settlement to support a series of projects that aim to improve the ability of Fire & Rescue Services within England to respond to major pollution incidents. The Project						Dave Lynch to provide Moue details.	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name	Kyle Vivian									Collaboration risk assessment DMS reference	
			End date	N/A			Contact details	kyle.vivian@environment-agency.gov.uk									Collaboration Agreement DMS reference	
			Date of last annual review	Oct-18	Type of collaboration	Training, equipment, Fleet and support.	Partner organisations		2	For this particular project the Agency intends to supply CFRS with funding that will allow them to create an Environmental Protection Unit (EPU)							Equality impact assessment	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations		3	The vehicle will be used in part or wholly for the storage and carriage of Environment Agency supplied pollution equipment, which will be used to help								
31	Rural Crime Group (operational Armitage)	CFRS/Norfolk FRS/Cambridgeshire Police/National Farmers Union/Power Stations are all involved in Operational Armitage (Haystack Fires)	Start date	2011	Lead CFRS contact	Pete Jones	Partner organisations	Cambridgeshire Constabulary	1	Reduction in deliberate stack fires							Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review	12/04/2019	Type of collaboration		Partner organisations	National Farmers Union	2	Educating Farmers/Landowners							Collaboration Agreement DMS reference	
			Last annual review completed by	Pete Jones			Lead name	Hannah.padfield@nfu.org.uk										
			Collaboration status	Open			Partner organisations	Countryside Watch	3	Swapping of intelligence regarding stack fires							Equality impact assessment	
32	Red Cross/Alzheimer's Society/MIND/MI Homecare (through Olive Branch)	Provides a gateway for all agencies when identifying risk in the homes of vulnerable people. Olive Branch enables all agencies to deliver services on behalf of each other	Start date	2015	Lead CFRS contact	Wendy Coleman	Partner organisations	Mi Home	1	To provide all domicile providers to recognise Risk							Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review		Type of collaboration		Partner organisations	Red Cross	2	NHS trainers are trained to teach all NHS staff that visit vulnerable people as part of their induction to recognise risks							Collaboration Agreement DMS reference	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations	MIND	3								Equality impact assessment	
33	Red Cross	Fire Victim Support - Mou is in review - Per holds this. Come back to Wayne in Sept once Wayne has taken this on and reviewed the collaboration	Start date	1997	Lead CFRS contact	Wayne Swales	Partner organisations	Red Cross	1	To provide shelter for those people who have lost their homes due to fires						MOU (DMS#373156)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Chris Parker	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review		Type of collaboration		Partner organisations		2	To utilise voluntary services offered by Red Cross							Collaboration Agreement DMS reference	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations		3								Equality impact assessment	
34	Rotary Club	Rotary Club's of Wisbech & Whittlesey support the smoke alarm initiative for vulnerable persons in Wisbech, Whittlesey and surrounding areas	Start date	15/01/2018	Lead CFRS contact	Tony Burton	Partner organisations	Rotary Club's of Wisbech & Whittlesey	1	Provide vulnerable persons with smoke alarms in Whittlesey and surrounding areas						MOU (DMS#518401)	Business case DMS Reference	
			Duration	On going	Strategic owner	Ryan Stacey	Lead name	Daljit Roy									Collaboration risk assessment DMS reference	
			End date	14/01/2019			Contact details	dalroy@btinternet.com									Collaboration Agreement DMS reference	
			Date of last annual review	Apr-19	Type of collaboration		Partner organisations		2	RCWH will monitor the effectiveness and adherence to the agreement on a quarterly basis on information provided by CFRS								
			Last annual review completed by	T Burton			Lead name											
			Collaboration status	Open			Partner organisations		3	Reduce cost to CFRS in supporting vulnerable members of the community							Equality impact assessment	
35	Cambridge Airport	Use of airport for hot fire training and in return, CFRS train the airport staff	Start date	Jun-05	Lead CFRS contact	John Sherrington	Partner organisations	Cambridge Airport	1	To provide realistic breathing apparatus training for operational staff. To afford opportunity to work more closely with airport firefighters							Business case DMS Reference	
			Duration	Jan-20	Strategic owner	Chris Parker	Lead name	Andy Rockell									Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review	May-19	Type of collaboration		Partner organisations		2	To achieve greater efficiency for local authority fire and rescue service commercial airport							Collaboration Agreement DMS reference	
			Last annual review completed by	John Sherrington			Lead name											
			Collaboration status	Open			Partner organisations		3								Equality impact assessment	
36	Community Champions	Work commissioned through third party sector. Groundworks to provide a range of volunteers to deliver community safety advice, visits and referrals to organisations	Start date	2014	Lead CFRS contact	Wendy Coleman	Partner organisations		1	To recruit and manage volunteers on behalf of CFRS							Business case DMS Reference	
			Duration	Oct-18	Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review		Type of collaboration		Partner organisations		2								Collaboration Agreement DMS reference	
			Last annual review completed by				Lead name											
			Collaboration status	Open			Partner organisations		3								Equality impact assessment	
	CRRS are working with MIND, Cambridgeshire police and the Ambulance Service in de stigmatising mental health issues within	The group identified new ideas and areas of best practice to promote and implement a workplace	Start date	04/02/2016	Lead CFRS contact	Steve Beaton	Partner organisations	Cambridgeshire Constabulary	1	De stigmatising mental health issues							Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Jon Anderson	Lead name	martin.bruing@cambs.pnn.police.uk									Collaboration risk assessment DMS reference	
			End date				Contact details											
			Date of last annual review		Type of collaboration		Partner organisations	EEAST	2									
							Lead name	Debra Winterson										

37	the emergency service sector through our Blue Light Pledge and cross service working group.	wellness agenda in all services	Last annual review completed by			Contact details	debra.winterson@eastamb.nhs.uk		Close working together through blue light			Better/ improved employee engagement in staff wellbeing				Collaboration Agreement DMS reference	
			Collaboration status	Open		Partner organisations	H M Prison Service	3	Providing support and generating ideas that can be implemented across the emergency services			Raising awareness of mental health and reduce staff sickness				Equality impact assessment	
38	Multi Agency Safeguarding Hub (MASH)	The Multi-agency Safeguarding Hub (MASH) is a team of professional from various statutory, non-statutory and third party sector organizations working together on safeguarding concerns in the following key areas: Child Protection, Vulnerable Adults & Domestic Abuse	Start date	2010	Lead CFRS contact	Wendy Coleman	Partner organisations	Local Authority	1	To help reduce the number of safeguarding concerns that are overlooked, duplicated or missed as well as breaking down the previous		Ability to share confidential information to benefit vulnerable people				MOU (DMS#470844)	Business case DMS Reference
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name									Collaboration risk assessment DMS reference	
			End date				Contact details										
			Date of last annual review		Type of collaboration		Partner organisations	Cambridgeshire Constabulary	2								
			Last annual review completed by				Lead name			Safeguarded confidential bubble							
			Collaboration status	Open			Contact details		3							Collaboration Agreement DMS reference	
							Lead name	Probation Service								Equality impact assessment	
							Contact details										
39	Road Safety Partnership (Cambridge & Peterborough)	The Cambridgeshire and Peterborough Road Safety Partnership aims to make our county's roads safer and reduce the number of victims who dies or are seriously injured on our roads each year.	Start date	2015	Lead CFRS contact	Kevin Andrews	Partner organisations	Cambridgeshire County Council	1	To reduce year on year the number of people KSI on Cambridgeshire and Peterborough roads		To prevent road users from being killed or seriously injured (KSI) through enabling behaviour change, delivering better					Business case DMS Reference
			Duration		Strategic owner	Ryan Stacey	Lead name										Collaboration risk assessment DMS reference
			End date	2020			Contact details										
			Date of last annual review		Type of collaboration		Partner organisations	Peterborough City Council	2	To support the victims of road collisions and reduce the social impact for individuals, families and communities		To reduce the social impact of road casualties, at an individual, family and community level					
							Lead name										
							Contact details										
							Partner organisations	Cambridgeshire Constabulary	3	To identify high risk road users and deliver targeted initiatives to prevent collisions		To reduce the cost to public agencies in dealing with the impact of road collisions including identifying invest to save					
							Lead name										
							Contact details										
							Partner organisations	Highways England	4	To identify high risk collision locations and develop preventative measures (including road engineering solutions) to decrease the risk of future collisions		To undertake targeted road safety enforcement as part of a strategy to reduce KSI's					Collaboration Agreement DMS reference
			Last annual review completed by				Lead name										
			Collaboration status	Open			Contact details		5	To share data and intelligence across public agencies to prevent future road collisions		To develop a financially sustainable model of delivering road safety activity across Cambridgeshire and				Equality impact assessment	
40	TRACS	New training records and competencies system for all staff (operational/control first phase)	Start date	Jul-16	Lead CFRS contact	John Sherrington	Partner organisations	Buckinghamshire FRS	1	To save time and money for both services as we both use the same systems		Share codes, pictorial assets and information					Business case DMS Reference
			Duration		Strategic owner	Chris Parker	Lead name	Sean.Brannon@bucksfire.gov.uk									Collaboration risk assessment DMS reference
			End date	01/10/2019			Contact details										
			Date of last annual review	May-19	Type of collaboration		Partner organisations	Buckinghamshire FRS	2			Future collaboration (Shropshire)					
							Lead name	Lynn.Swift@bucksfire.gov.uk									
							Contact details										
			Last annual review completed by	John Sherrington			Partner organisations		3								Collaboration Agreement DMS reference
			Collaboration status	Open			Lead name					Sharing of best practice					Equality impact assessment
							Contact details										
41	Cambridgeshire Public Services Network (CPSN) CONTRACT TERMINATED 30/06/19	Cambridgeshire Fire & Rescue Service worked with Cambridgeshire County Council and other local government and public sector partners to establish the CPSN. CPSN is a framework initiative that provides wide area network (WAN) connectivity and associated services to all partners	Start date	Jun-12	Lead CFRS contact	John Fagg	Partner organisations	Cambridgeshire County Council	1	Reduced costs of network provision due to bulk purchasing	VfM	Savings in network provision realised over duration of contract		Financial		5/7/18 - The current CPSN contract comes to an end in Jun 2018. This has been extended via a VEAT notice until Dec 2019. A procurement for a new Framework contract is being run by CCC on behalf of all partners (EastNet). The contract has been awarded to MLL Ltd.	Business case DMS Reference
			Duration	6 yrs. (+18 mths)	Strategic owner	Matthew Warren	Lead name	Sue Grace									Collaboration risk assessment DMS reference
			End date	Dec-19			Contact details	Sue.Grace@cambridgeshire.gov.uk									
			Date of last annual review	Apr-19	Type of collaboration	Framework agreement	Partner organisations	CPSN SPOC	2	Centralised management of network/core services provision (SPOC team)	VfM	CFRS does not rely on SPOC for management of services to any great extent. The contribution to SPOC/Core activities costs is by an additional charge on each circuit provided.					
				Currently undergoing procurement for replacement			Lead name	Stephen Hills									Collaboration Agreement DMS reference
							Contact details										
			Last annual review completed by				Partner organisations										
							Lead name		3	Provision of core services to partners (e.g. internet access, firewalls, web filtering)	VfM	Value achieved in accessing these centrally managed services.					Equality impact assessment
			Collaboration status	Open			Contact details										
42	training and use of RAF and USAF resources, water carriers, Haz mat advice and training and support.		Start date		Lead CFRS contact	Wayne Swales	Partner organisations		1							MOU (DMS#229126)	Business case DMS Reference
			Duration		Strategic owner	Chris Parker	Lead name										Collaboration risk assessment DMS reference
			End date				Contact details										
			Date of last annual review		Type of collaboration		Partner organisations		2								
							Lead name										
			Last annual review completed by				Contact details										
			Collaboration status	Open			Partner organisations		3								Collaboration Agreement DMS reference
							Lead name										Equality impact assessment
							Contact details										
	Safe and Well standard evaluation pilot	Pilot to establish standardisation of the Safe and Well visit process across all Fire & Rescue Services	Start date	Jan-17	Lead CFRS contact	Paul Clarke	Partner organisations	NFCC	1	Establish standardisation of the Safe & Well visit process across all Fire & Rescue Services		To provide standardisation of the Safe and Well visit process across all Fire & Rescue Services				MOU (DMS#506666)	Business case DMS Reference
			Duration		Strategic owner	Ryan Stacey	Lead name	Ged.Deveraux@nationalfirechiefs.org.uk									Collaboration risk assessment DMS reference
			End date	Feb-18			Contact details										
			Date of last annual review	May-19	Type of collaboration		Partner organisations		2	Develop standardisation document for submission and agreement by NFCC	IRMP	Pilot complete paper submitted to NFCC and agreed					Collaboration
							Lead name										
			Last annual				Contact details										

43			review completed by	Paul Clarke			Partner organisations		3									Agreement DMS reference	
			Collaboration status	Open			Lead name											Equality impact assessment	
							Contact details												
44	Falls Vehicle Provision between FRS and Ambulance Service	Fall response vehicle will be based in South Cams area. It will be a blue light response vehicle mobilised by Ambulance Service. The core basis of this is to attend vulnerable persons who have fallen over and CAT 1 patients. CSO are taking part in the 3 month trial and one CSO will attend the call out along with a paramedic	Start date	01/10/2018	Lead CFRS contact	Jamie Johnson	Partner organisations	EEAST	1	To provide Mon-Friday core day . blue light response vehicle mobilised by Ambulance Service. The core basis of this is to attend vulnerable persons who have fallen over and CAT 1 patients. CSO are taking part in the 3		Despite countless emails to the Ambulance trust there has been little to no response regarding moving this work forward. CFRS CSO's where briefed and committed. Communication has been sent to CFRS CSO's explaining the delay.	Still to be agreed				Still to be agreed	Business case DMS Reference	
			Duration		Strategic owner	Ryan Stacey	Lead name	Sotu Marshall										Collaboration risk assessment DMS reference	
			End date				Contact details	sotu.marshall-wyer@eastamb.nhs.uk	2	CSO to undertake Safe and well visit whilst in attendance and assist where required.		The NHS have failed to respond to countless emails regarding the progression of this programme, we have paused until any form of response is received.						Collaboration Agreement DMS reference	
			Date of last annual review	Feb-19	Type of collaboration		Partner organisations											Equality impact assessment	
			Last annual review completed by				Lead name		3										
			Collaboration status	Open			Contact details												
45	NHS BT	NHS BT to use fire stations as venue for blood donation sections at A14,A16,B13, A20, A24, B01 (6 sessions per year)	Start date	Feb-17	Lead CFRS contact	Tony Burton	Partner organisations	nhsbt	1	Reduce cost to NHS BT by using our fire stations as cost neutral		Saving public money					MOU (DMS#483854)	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name	Caroline Eaton										Collaboration risk assessment DMS reference	
			End date				Contact details	Caroline.Eaton@nhsbt.nhs.uk	2			Opportunity for CFS to promote own agendas (recruitment, fire safety, Business safety, road safety, water safety)						Collaboration Agreement DMS reference	
			Date of last annual review	Apr-19	Type of collaboration		Partner organisations											Equality impact assessment	
			Last annual review completed by	T Burton			Lead name		3										
			Collaboration status	Open			Contact details												
46	CYP Wisbech	Long term partnership to enhance Firebreak, support Clarion residents young people and add value to the CoWA course	Start date	Aug-18	Lead CFRS contact	Tony Burton	Partner organisations	Clarion Housing Group	1	Starting with a Firebreak course, we will then look to developed a personal development plan to support the Y/P aims and aspirations over the course of a year		Long term programme to improve lives of YP with regards to education, aspiration, social action and benefits of looking after communities					MOU being worked on at the moment	Business case DMS Reference	
			Duration	Ongoing	Strategic owner	Ryan Stacey	Lead name	Ivonne Ogden										Collaboration risk assessment DMS reference	
			End date	May-20			Contact details	<Ivonne.Ogden@clarionhgh.com>	2	Access to NCS, DoE, social action and a range of other activities as identified by the young people, ideally there will be a high percentage of Clarion		Reduction in anti-social behaviour and crime						Collaboration Agreement DMS reference	
			Date of last annual review	Apr-19	Type of collaboration		Partner organisations	College of West Anglia										Equality impact assessment	
			Last annual review completed by	T Burton			Lead name		3										
			Collaboration status	Open			Contact details												
47	Cambridge Water Safety Partnership	To be updated once agreement signed	Start date		Lead CFRS contact	Kevin Andrews	Partner organisations		1									Business case DMS Reference	
			Duration		Strategic owner	Ryan Stacey	Lead name											Collaboration risk assessment DMS reference	
			End date				Contact details		2										
			Date of last annual review		Type of collaboration		Partner organisations												
			Last annual review completed by				Lead name		3										
			Collaboration status	Open			Contact details												
48	FBT training provision	We have engaged with Northamptonshire to provide our FBT training.	Start date	1st May 2019	Lead CFRS contact	John Sherrington	Partner organisations	Northampton FRS	1	To secure Fire Behaviour Training Provision while we await the judicial review for the PCC and confirmed direction on progression of the proposed Monks wood Training Centre Development		Initial scoping out and visits to Chelveston Training Facilities have occurred supported by the attendance of ACFO Anderson	No replacement costs for Marshalls containers Remove of commitment to the Marshalls Training site.					Business case DMS Reference	
			Duration		Strategic owner	Chris Parker	Lead name	Dan Moore										Collaboration risk assessment DMS reference	
			End date	Unknown			Contact details	07869401201 dmoore@northantsfire.gov.uk	2			An MOU / Contract of Procurement has yet to be established but is being progressed with CFRS Procurement Department and Northamptonshire FRS						Collaboration Agreement DMS reference	
			Date of last annual review	May-19	Type of collaboration		Partner organisations											Equality impact assessment	
			Last annual review completed by	John Sherrington			Lead name		3										
			Collaboration status	Open			Contact details												
49	Monks training facility	Work is currently ongoing to enter in to a collaboration with Cambridgeshire Constabulary to develop a Full training facility on Police owned land, colocated with the police training facility at Monks Wood. Planning permission has been received for the proposed training facility. We are now awaiting authority to proceed with this collaboration from Cambridgeshire Constabulary.	Start date	TBC	Lead CFRS contact		Partner organisations	Cambridge Constabulary	1									Business case DMS Reference	
			Duration		Strategic owner	Matthew Warren	Lead name											Collaboration risk assessment DMS reference	
			End date				Contact details		2										
			Date of last annual review		Type of collaboration	Shared facilities/estate	Partner organisations												
			Last annual review completed by				Lead name		3										
			Collaboration status	Pending			Contact details												

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Alison Scott - Equality and Inclusion Adviser

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

Telephone: 01480 444500

jon.anderson@cambsfire.gov.uk

DATE: 7 November 2019

EQUALITY AND INCLUSION COMPLIANCE REPORT 2018/19 (INCORPORATING GENDER PAY GAP)

1. PURPOSE

- 1.1 The purpose of this report is to inform the Fire Authority (staff, public, partners and other stakeholders) about equality progress in the year 2018/19 and the gender pay gap as at March 2019. This ensures the Authority meets the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

2. RECOMMENDATION

- 2.1 The report was reviewed by the Policy and Resources Committee at its meeting on 17 October 2019. The Committee resolved to agree and recommend its content to the Authority.
- 2.2 The Authority is therefore asked to note **Appendix 1**.

3. RISK ASSESSMENT

- 3.1 **Legal** - the public sector equality duty requires Cambridgeshire and Peterborough Fire Authority to have due regard to the need to;
- eliminate discrimination, including harassment and victimisation,
 - advance equality of opportunity between people who share a protected characteristic and those who don't,
 - foster good relations between people who share a relevant protected characteristic and those who don't.

The specific regulations (2011) require the publication of information, at least annually, that demonstrates compliance with the public sector equality duty including information relating to employees and others affected by policy and procedures such as service users. The 2017 regulations additionally require

public sector employers with more than 150 staff to publish information about any gender pay gap that exists. We achieve the publishing requirement by communicating this annual report to relevant partners and agencies and placing it on the Service website. In addition the gender pay gap report will be published on the Government Equalities Office website.

- 3.2 **Political** - by reporting equality trends and outcomes relevant to workforce and service delivery, the Authority is able to carry out its scrutiny role, ensuring positive outcomes for the most disadvantaged and vulnerable communities.
- 3.3 **Social** - by communicating our progress towards improved equality outcomes for communities, we aim to improve our engagement with disadvantaged and vulnerable groups. This in turn allows us to learn more about what they need from our services and how we can bring about positive outcomes for them.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Cambridgeshire and Peterborough Fire Authority Equality Strategy and Action Plan 2018 to 2020 Equality Act 2010 Service Equality Impact Assessments	Fire HQ Hinchbrook Cottage Brampton Road Huntingdon	Alison Scott Equality and Inclusion Adviser 01480 444537 alison.scott@cambsfire.gov.uk



CAMBRIDGESHIRE
FIRE & RESCUE SERVICE



Equality and Inclusion Compliance Report

**Equality Act 2010 (Specific Duties) Regulations 2011
April 2018 – March 2019
(including Gender Pay Gap as at 31st March 19)**

Glossary of terms

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Section 1 - Progress on Equality Objectives 2018-19

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Appendix 1 - Demography of Cambridgeshire and Peterborough (Census 2011)

Glossary

BAME	- Black, Asian and other minority ethnic
CFRS	- Cambridgeshire Fire and Rescue Service
FF	- firefighter
FRS	- Fire and Rescue Service
HFSC	- home fire safety check
HR	- human resources
ICT	- information and communication technology
LGBT	- lesbian, gay, bisexual and transgender
LGBTQ+	- lesbian, gay, bisexual, transgender, questioning and other sexual identities
ONS	- office of national statistics
PPE	- personal, protective equipment
WT	- wholetime (firefighter)
PCs	- protected characteristics (defined by Equality Act 2010). These are age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Introduction

This report aims to provide members of the public, service users, employees, Fire Authority, regulators and other interested parties with information relating to how Cambridgeshire Fire and Rescue Service (CFRS) complied with the public sector equality duty between April 2018 and March 2019 as required by the Equality Act 2010. The general equality duty requires the Authority to:

Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act 2010.	Advance equality of opportunity between people who share a protected characteristic and those who do not.	Foster good relations between people who share a protected characteristic and those who do not.
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There are **nine protected characteristics** defined by the Equality Act 2010: age, disability, ethnicity (including race, national origin, nationality and colour), gender, gender reassignment, maternity and pregnancy, marriage or civil partnership, sexual orientation, religion or belief.

Under the specific duties of the public sector equality duty, we are required to prepare and publish at least one equality objective which aims to meet the above general duty and to publish information that shows the diversity of our workforce. Our equality objectives are developed by the Inclusion Steering Group with support from our staff network, agreed by Chief Officers Group and ultimately the Fire Authority. They are set within the context of our corporate plan (Integrated Risk Management Plan) and are reviewed and revised annually. Our objectives for 2018 – 19 and progress against them are given below.

Section 1- Progress against our equality objectives 2018 – 19

1. Improve attendance of all business communities in Cambridgeshire at fire safety business seminars.

“High impact days” aimed at reaching business communities where risk is greatest were introduced in May 2018. These days aim to identify those who are most in need of support to keep their businesses and premises safe. This engagement is followed up with invitations to free seminars which help businesses better understand and conform to fire safety legislation relevant to their trade and the premises in which they operate.

We want to assess whether different ethnic communities have the same knowledge and access to these business seminars, as in the past limited English language has proved to be a barrier. Therefore we monitor the ethnicity and preferred language of attendees to assess whether all parts of business community know about and can access this service. 402 people attended 66 seminars across the county in the last year. Twenty-six percent of those attending did not share their ethnic identity. Of those that did, (296), 12% identified as BAME and 88% White ethnicity. This compares favourably with the ethnic demographic profile of the county (10% BAME).

2. Ensure Safe and Well Visit data analysed to understand BAME engagement

Operational crews and Community Safety staff offer “safe and well” visits to those most vulnerable to being injured or killed in a fire. Visits are aimed at older people who have a disability, impaired mobility or who are vulnerable in some other way (e.g. substance misuse, hoarding behaviours; mental ill-health) as our data tells us these people are most at risk. A visit involves assessing risk in the residents’ homes, providing advice to reduce risk and fitting smoke alarms. Clients are identified:

- from data shared by our partners (e.g. NHS trusts, adult social care)
- referred to us from other agencies (e.g. Police, mental health services, charities)
- referred by family, friends or self-referred.

When carrying out safe and well visits, equality data is collected where possible so levels of engagement and advice offered to our diverse communities can be assessed.

In the subject year, 5,474 safe and well visits were carried out of which 74% provided diversity data. Equality data from safe and well visits is analysed regularly to provide information on performance and to identify any reasons for non-engagement affecting different equality groups. In Peterborough where 18% of population identify as BAME, 8% of all SAWs were to residents who identified as BAME. In Cambridge (also 18% BAME community) this figure is 4%.

3. Improve staff skills in engaging with different communities

In Sept 18 following the recruitment and initial operational training of 21 new Firefighter recruits, a 2 day community safety module was introduced to their re-integration training. This covered all aspects of community safety work including:

- delivering safe and well visits
- vulnerable residents
- dementia awareness
- mental health wellbeing
- safeguarding session
- community diversity and inclusion

This will be a standard part of induction training for all new FFs and now forms part of the ongoing training for wholetime operational personnel.

4. Improve workforce diversity

Statistical improvement in workforce diversity is reported at section 3. The following highlights our efforts to bring this about.

Duty operational crews increased attendance at community events that provide opportunity to engage with communities under-represented in CFRS workforce. A Station Commander was seconded to drive additional interventions and to engage front line staff in the importance of this work. Some examples are given below.

- Ely PRIDE celebrating LGBTQ+ communities
- Eid in the Park (Peterborough) celebrating the end of Ramadan
- Dementia Action Week (Huntingdon)
- Open Cambridge
- Peterborough Women's Group (Peterborough) held one of their regular meetings at Dogsthorpe Fire Station
- Visits to faith schools to explain role of Cambridgeshire Fire and Rescue Service.

In addition, Recruitment Team and others have co-ordinated the following activities to help improve attraction and applications from our diverse communities.

- Nine “taster” sessions have been held at recruiting on-call stations targeting women and men who want to know more about working for CFRS. One of these was for women only.
- Four “have a go” sessions were held in September to encourage both women and BAME groups to consider firefighting as a career.
- 17 career events at schools and colleges were attended to promote the different roles in CFRS.
- Focus groups with BAME students and young people who identify as LGB or T were held to understand their views of the Fire and Rescue service and to identify any barriers to them joining.
- Worked with Leonard Cheshire's Change 100 programme to provide internships for disabled undergraduates with view to starting this summer 2019.
- Review of Combined Fire Control attraction, recruitment and selection methods began to improve BAME diversity of applicants.
- Diverse media channels such as Radio Salaam; Fyne Times and Queen Bee (local to Peterborough) were used to promote CFRS as an inclusive employer.

5. Ensure decision making in selection, training, development and promotion is as equitable as possible.

- Community “connectors” were invited to observe assessment day for recruit FFs to provide feedback on transparency and fairness with a view to joining interview and assessing panels in 2019.
- Assessor training programme was reviewed to provide more focus on rapport building, standardisation and unconscious bias.
- Unconscious bias e-learning supplemented by short video overviews and some face to face workshops to enhance staff's knowledge of the impact of this on fair decision making.

6. Retain diversity in workforce

- Menopause Guidance developed by group of women staff with support from FBU Women's section and other FRSs and published in Sept 18.

- Awareness session held in September (35 predominantly women attendees) with a further one planned for Oct 2019 for all managers.
- Guidance for managers and staff on flexible working was developed.
- Quiet rooms that could be used by staff and visitors for prayers or for nursing mothers returning to work were introduced at SHQ.

7. Reduce concerns about bullying and harassing behaviours through delivery of year 1 RESPECT action plan.

RESPECT branding and key messages developed to raise awareness of need to challenge inappropriate behaviours and how to do so using the acronym RESPECT

- Raise it at the time
- Explain your feelings
- Support Others
- Play your part
- Empathise with others
- Consider your impact
- Take time to reflect

Fifty six briefings were delivered to staff groups to clarify what bullying behaviours may look like and to explain the aim of RESPECT as:

“The RESPECT programme aims to improve the Service’s culture, so no-one needs to put up with bullying or harassing behaviours and everyone knows how to effectively stop them and bring about change”.

Nine RESPECT Champions were selected and trained to provide confidential “first contact” support to staff who have concerns over inappropriate, bullying or harassing behaviours. In the first six months, thirteen conversations had been held and had helped most staff to take further action.

8. Take action to understand and reduce gender pay gap.

An external specialist consultant was commissioned to carry out an equal pay audit. The following recommendations were made and the work is now in hand:

- professional support management band structure would be reviewed with a view to reducing span of bands.
- some allowances to be reviewed to ensure they pass the ‘proportionate means to achieve a legitimate aim’ test.
- Review how employees are selected for specific additional duties that attract allowances for example, acting up.

The 2019 gender pay gap was 0.36% (mean hourly rate of pay) higher than previous year.

9. Ensure staff have skills and knowledge to achieve and value a diverse workforce.

Learning opportunities in equality, diversity and inclusion start during induction when staff are required to read all equality policies and complete “Equality Essentials e-learning module. Operational staff also have refresher on equality issues built into their training programme. An audit of managers’ knowledge and understanding of equality and inclusion carried out in 2018 showed a good overall level of understanding and confidence in applying policies. Workshops have been developed to cover those areas (e.g. disability) where there was less confidence in applying knowledge, policies and procedures and these are being delivered in second half of 2019.

From January 2019 operational Watches were visited to explore their understanding of positive action, the need for diversity and to answer any questions.

10. Leaders demonstrate due regard to EDI in decision making.

This is a continuing objective to ensure that all projects, policies and relevant decision making take account of the impact the activity may have on different communities. We aim to continually improve this and in this year sixteen areas of work were considered for “equality impact”.

Three training courses were run for new managers covering the legal requirements of the public sector equality duty as well as how to ensure decision making is fair and takes account of different needs. Nineteen managers attended.

Section 2 - Community Safety

Reducing community risk

Cambridgeshire Fire and Rescue Service has a vision of “a safe community where there are no preventable deaths or injuries in fires or other emergencies.” Fire incident and risk information is analysed regularly to identify those who are at highest risk of being injured or killed in a fire or other emergency incident so the Service can plan and make appropriate interventions. We work with a range of partners to identify and share relevant data so we can target our services appropriately.

Impact of Accidental Primary Fires: April 2018 – March 19

The number of accidental primary fires resulting in a fire casualty increased in 2018/19 with 49 accidental primary fires resulting in 63 fire casualties (including 2 fatalities) compared to 30 accidental primary fires in previous year. Of the 49 accidental primary fires, 59% occurred in a home. 70% of those injured were men and 22% were over 65.

5% of those injured identified as Black, Asian or other minority ethnic group, the remainder identifying as white British or White Other

Inclusive services – safe and well visits

As most accidental fires occur in the home, free safe and well visits are offered to those most at risk and involve a full assessment of the resident's home and fitting of a smoke alarm where necessary. In 2017 we began working with partner agencies to improve the way we support the most vulnerable in our communities. This expanded our service to offer advice on other well-being and safety issues e.g. falls' prevention; staying well and warm; alcohol use; crime reduction. The Service delivered 5,474 safe and well visits in the year, 979 more than previous year. The table below shows the distribution of these by gender, age, ethnicity, religion and disability and compares the data with the percentage of population group in Cambridgeshire and Peterborough.

Characteristic		% Population ¹	2017-18	2018-19	6 year average
Gender	Male	49.8%	32%	36%	37%
	Female	50.2%	68%	64%	63%
Age groups	Under 24	31%	1.2%	0.8%	1.9%
	25-39	20.9%	5.8%	3.8%	8.6%
	40-59	26.6%	7.8%	7.6%	12%
	60-74	14.1%	25.8%	27.6%	28%
	75 +	7.4%	59.4%	60.1%	49.6%
Ethnic Group	White	90.3%	95.1%	96.2	95.4%
	BAME	9.7%	4.9%	3.8%	4.6%
Religion	No religion, belief	29.1%	16%	18%	22%
	Christian	57.9%	79%	78%	73.3%
	Muslim	3.3	2	2	2.1
	Other religions ²	2.2%	2.5%	2.4%	2.7%
Disability	Day to day activities limited	16%			
	Disability		53.3%	51.2%	48.2%

¹ 2011 Census

² Each makes up less than 1% of population and includes Buddhist, Hindu, Jewish and Sikh faiths

This data tells us that the majority of safe and well visits are being delivered to people over 60 and to those who have a disability.

Children and Young People

Our services to children and young people include:

- Delivering water and road safety messages in schools and the consequences of arson.
- Multi agency Safety Zones are held at Fire Stations aimed at Year 5 and 6 pupils from local schools
- Firebreak - an intensive 5 day intervention programme that provides a positive alternative learning environment for 10 – 18 year olds.

Section 3 – Workforce

Workforce diversity and distribution

One of the Service's priority areas is to have a workforce that better reflects the community we serve and encourages diversity of thought and perspective.

To measure progress in this area we monitor staff protected characteristics from the start of the recruitment process and provide staff with the facility to input or update their equality details in the HR database on a self-service basis. Our aspiration is to see ongoing improvement in relation to applications from women candidates (for operational jobs) and candidates from diverse backgrounds in general. These are areas where outcomes in Fire and Rescue Service nationally and historically have been poor. Additionally we would like to see more progression to managerial roles for women and BAME staff.

A cross-functional team work to deliver specific positive action measures to improve diversity. This year we have further increased the team by seconding a Station Commander to oversee positive action work, improve links between operational staff and diverse communities and improve understanding among our staff. We have also appointed a further fixed term Positive Action Officer to focus on building relationships with diverse communities in Cambridge.

As at 31st March 2019 we employed 692 staff. Staff profile by role, protected characteristic and changes over the last 5 years are given below.

Total number of Staff

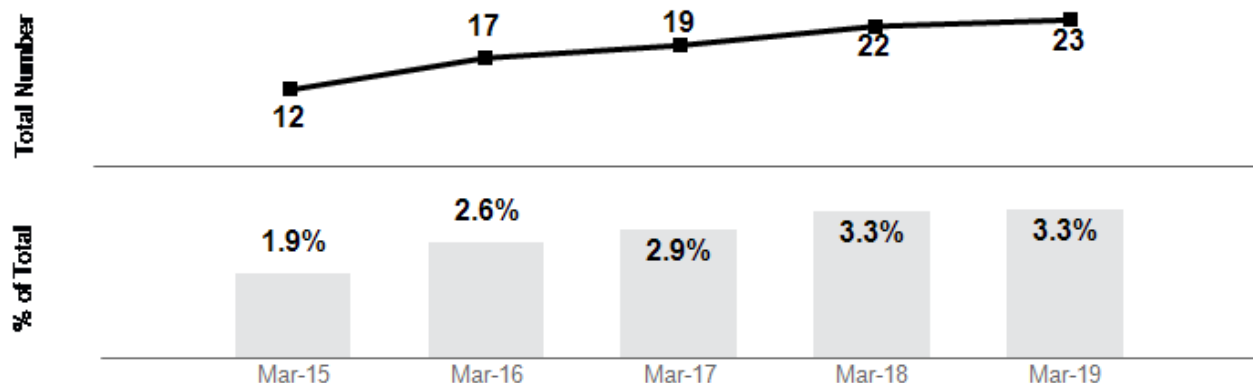
Snapshot at	Wholetime	OnCall	Ops Total	Control	Support	Total
Month Ending	Number	Number	Number	Number	Number	Number
Mar-15	226	246	472	38	121	631
Mar-16	241	242	483	43	129	655
Mar-17	251	231	482	38	145	665
Mar-18	246	227	473	41	161	675
Mar-19	252	227	479	43	170	692

Guidance notes

The total number of staff relates to the number of people who fill unique staff posts, e.g. a person with a Wholetime role and an On-call role is counted twice, once in the Wholetime staff group and once in the On-Call staff group.
e.g. a person with two separate Support roles is counted twice in the Support staff group.

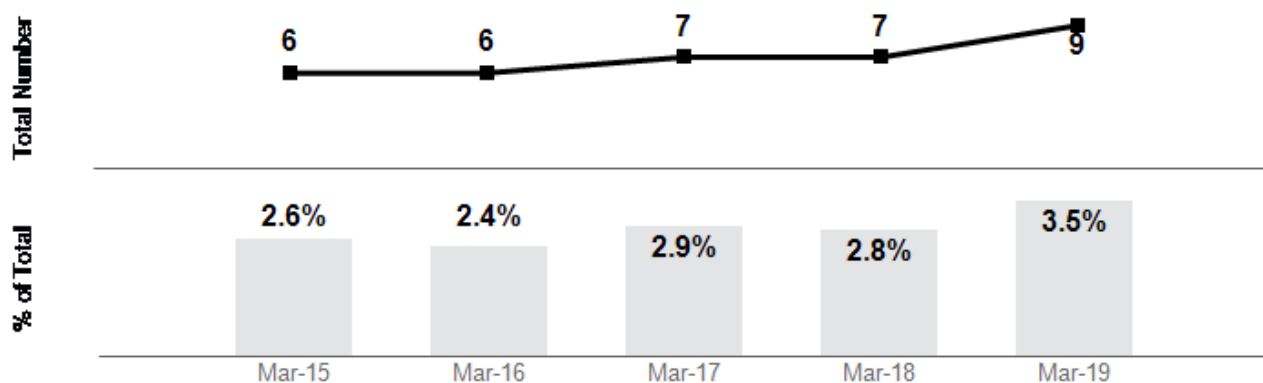
The number of staff is calculated from the HR database and counts employees with a start date within a 12 month period over five consecutive years and records them in one of four staff groups based on when the role started.

Black and Minority Ethnic Staff



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-15	5	2.2%	4	1.6%	9	1.9%	1	2.6%	2	1.7%	3	1.9%	12	1.9%
Mar-16	7	2.9%	4	1.7%	11	2.3%	1	2.3%	5	3.9%	6	3.5%	17	2.6%
Mar-17	7	2.8%	5	2.2%	12	2.5%	1	2.6%	6	4.1%	7	3.8%	19	2.9%
Mar-18	7	2.8%	5	2.2%	12	2.5%	1	2.4%	9	5.6%	10	5.0%	22	3.3%
Mar-19	6	2.4%	5	2.2%	11	2.3%	0	0.0%	12	7.1%	12	5.6%	23	3.3%

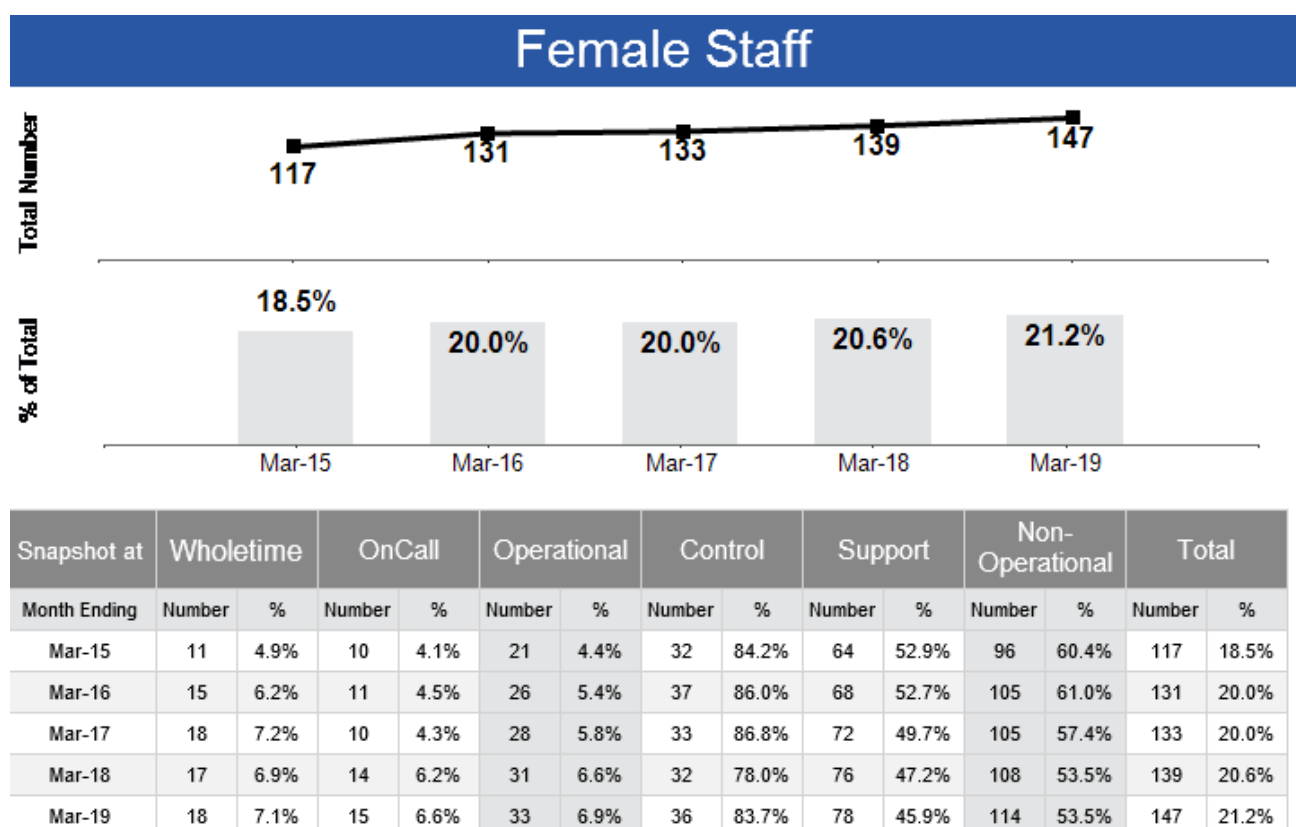
Black and Minority Ethnic Managers



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-15	4	4.2%	1	1.3%	5	2.9%	0	0.0%	1	2.8%	1	1.8%	6	2.6%
Mar-16	4	3.8%	0	0.0%	4	2.2%	0	0.0%	2	4.7%	2	3.1%	6	2.4%
Mar-17	4	3.8%	1	1.4%	5	2.9%	0	0.0%	2	4.4%	2	3.1%	7	2.9%
Mar-18	4	3.6%	0	0.0%	4	2.2%	1	4.8%	2	4.3%	3	4.4%	7	2.8%
Mar-19	4	3.6%	1	1.3%	5	2.7%	0	0.0%	4	7.7%	4	5.6%	9	3.5%

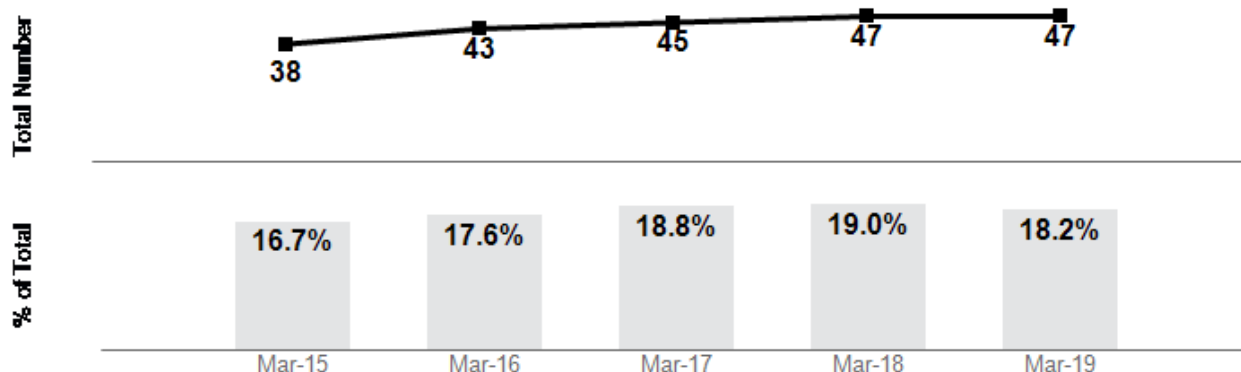
While there has been improvement in the overall number of BAME staff and managers, this has mainly been among professional support staff. As 10% of our population identify as BME there needs to be a sustained effort into improving ethnic diversity of our workforce and this is the focus for our two Positive Action Officers. Feedback from BAME community groups tells us that CFRS is just not visible to them and that people from BAME communities have little connection with CFRS or understand what the role of a Firefighter is. Our work is therefore aimed at ensuring a higher visibility in these communities. This work has included:

- Attending a Muslim girls' school to explain and demonstrate the work of CFRS.
- Working from local community centres in multi-ethnic areas.
- Holding local "have go sessions" and promoting these to local communities.
- Building more sustained relationships with students at local colleges to consider jobs and careers in CFRS.
- Developing a job shadowing opportunity for those less likely to know about FRS.



The proportion of female operational staff continues to grow and compares well with the national figure of 5.7% (2017/18).

Female Managers



Snapshot at	Wholetime		OnCall		Operational		Control		Support		Non-Operational		Total	
Month Ending	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Mar-15	1	1.0%	0	0.0%	1	0.6%	17	89%	20	55.6%	37	67.3%	38	16.7%
Mar-16	2	1.9%	0	0.0%	2	1.1%	20	91%	21	48.8%	41	63.1%	43	17.6%
Mar-17	3	2.9%	1	1.4%	4	2.3%	18	90%	23	51.1%	41	63.1%	45	18.8%
Mar-18	3	2.7%	1	1.4%	4	2.2%	19	90%	24	51.1%	43	63.2%	47	19.0%
Mar-19	3	2.7%	2	2.7%	5	2.7%	15	79%	27	51.9%	42	59.2%	47	18.2%

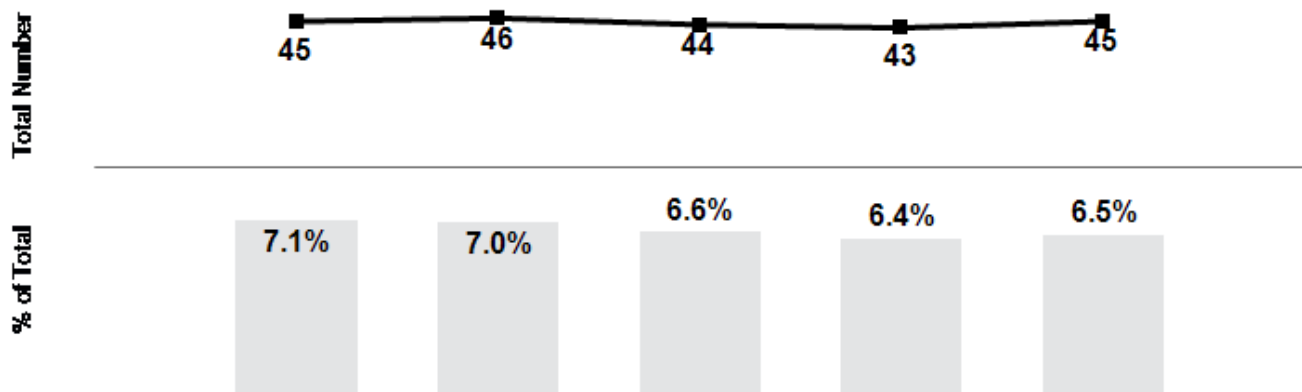
The number of female operational managers has grown only slightly and for Control staff this has reduced – mainly due to retirements. By far the biggest representation of female managers is among professional support staff.

In 2018 we joined other FRSs in East Region to host a Women's Development Programme facilitated by Women to Work. Five of our women staff also attended the annual training and development weekend at the Fire Service College facilitated by Women in the Fire Service UK. Feedback from both events tells us that these events have a huge impact on women's confidence.

"It did give me an exposure to things that are out of my comfort zone.....it was a boost to my own capabilities and believing that I can do it!"

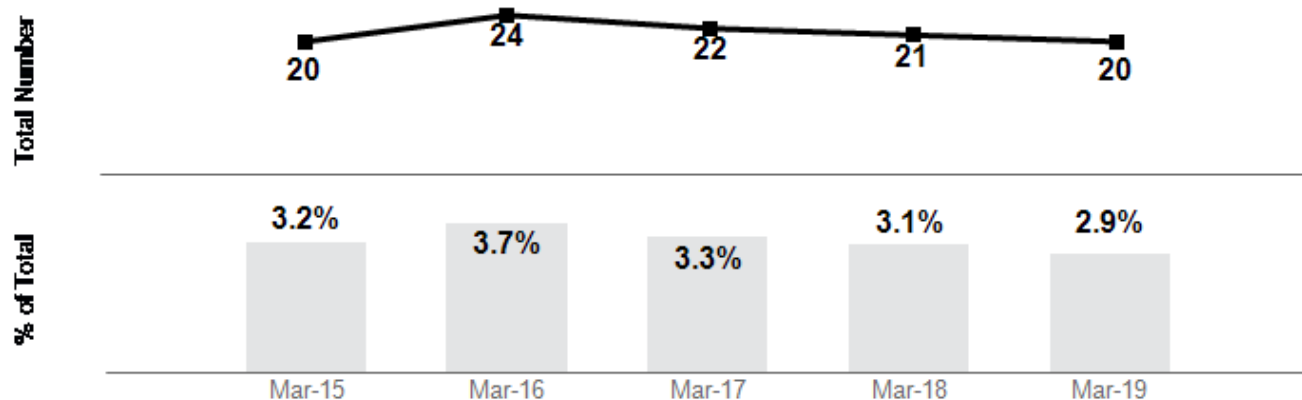
"Being surrounded by positive women the whole weekend was really good."

Staff sharing a Disability



Number of disabled staff employed remains fairly static. Only 8% of non-operational staff have a disability compared to the estimated 19% of people of working age. Efforts to improve recruitment are focused on meeting the commitment of the “Disability Confident” scheme. This is a government scheme to encourage and keep disabled people in work. Under this scheme we have filled two work experience placements aimed at encouraging people back into work and have offered an internship through the Leonard Cheshire Change 100 scheme. Additional training has been provided for managers on understanding disability and managing reasonable adjustments. We provide coaching for staff with dyslexia where needed.

Staff declaring an Other Religion or Belief

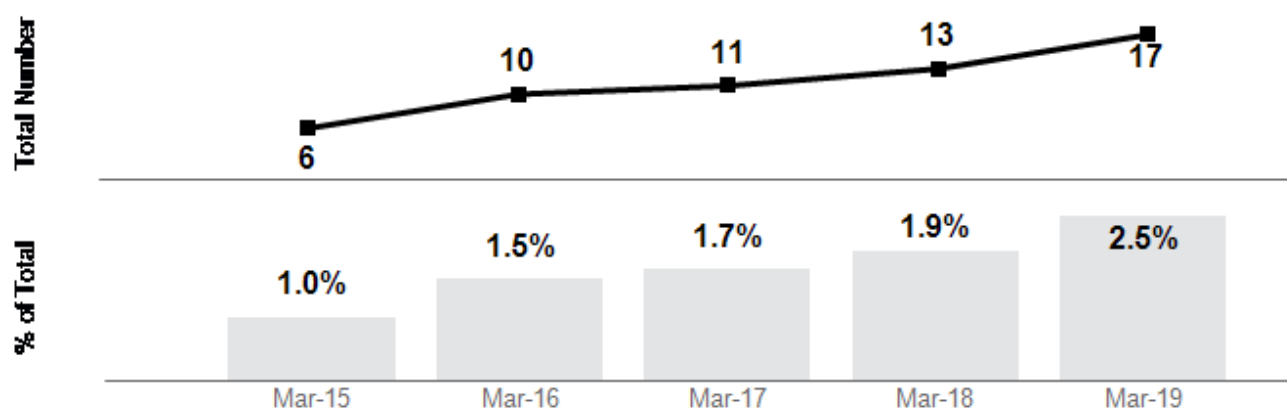


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³ “An other religion or belief” here refers to staff identifying with the main minority faiths in the UK, i.e. Hindu, Islam, Sikh, Judaism, and also includes where staff have indicated “some other religion or belief” over and above these.

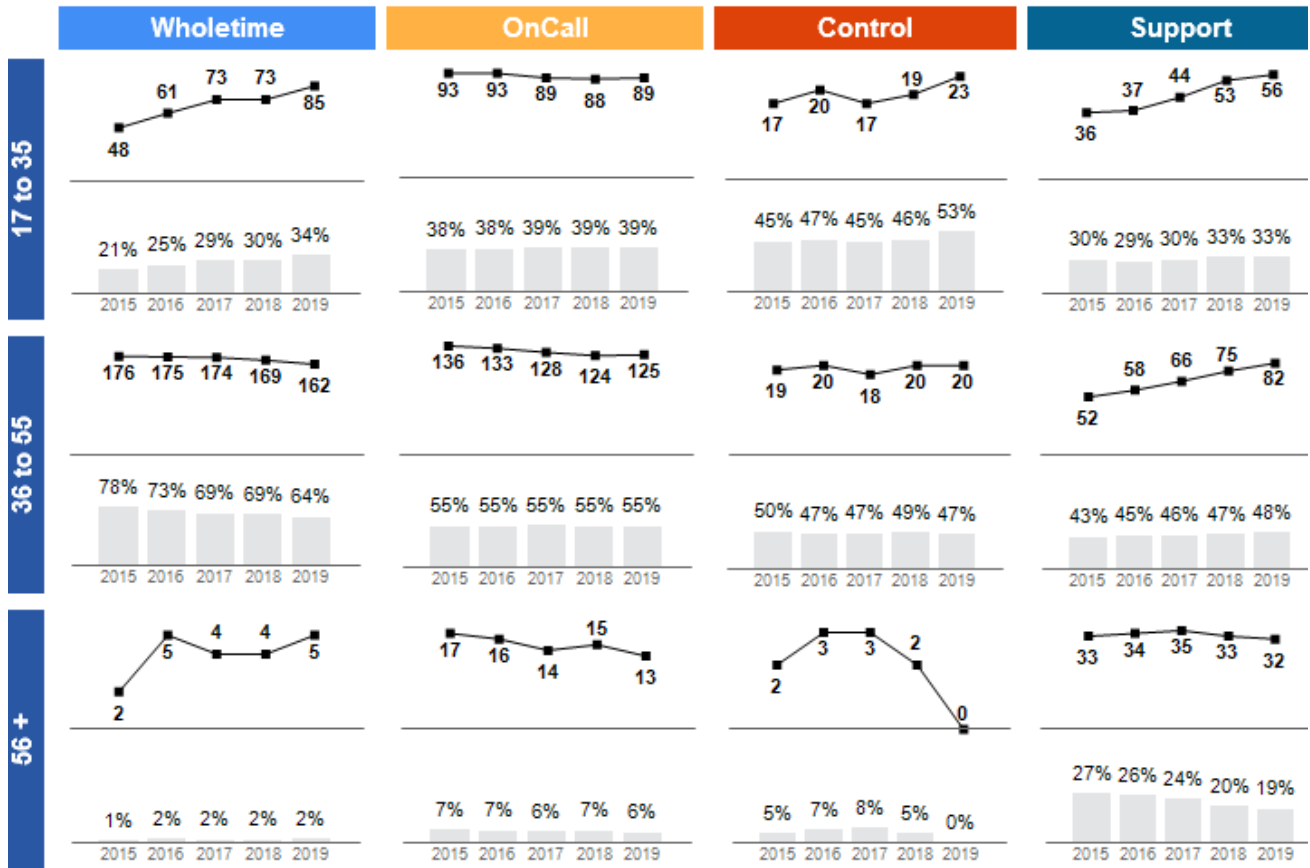
⁴ Overall trend only is given for religion, belief and sexual orientation to prevent individuals being identified.

Staff who identify as Lesbian, Gay or Bisexual



The last 5 years have seen a steady increase in staff who identify as lesbian, gay or bisexual. Our continuing membership of Stonewall; support for LGBT History month in February of each year along with our support for local events (Ely Pride) and support for local LGBT networks help to show people of all sexual orientations that we are a welcoming and safe employer to work for.

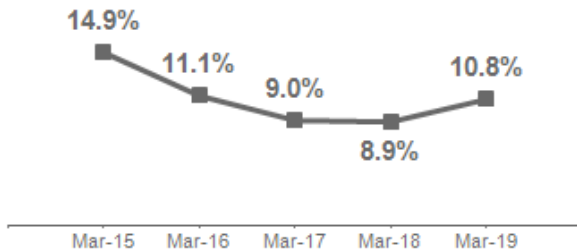
Age Profile



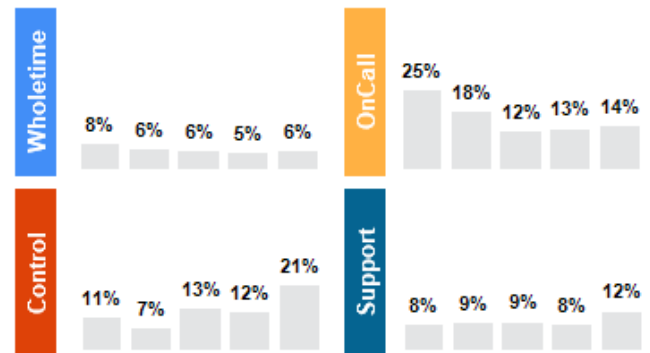
Four recruitment campaigns for wholetime Firefighters over the last 5 years, a number of retirements and turnover in Combined Fire Control have all contributed to an increase in the younger age groups. The only area where this is not the case is with On-call Firefighters which has seen an overall decline.

Staff Turnover

Overall Percentage Staff Turnover



Percentage Staff Turnover by Staff Group



Number of staff

Snapshot at	Wholetime	OnCall	Control	Support	Total
Mar-15	226	246	38	121	631
Mar-16	241	242	43	129	655
Mar-17	251	231	38	145	665
Mar-18	246	227	41	161	675
Mar-19	252	227	43	170	692

based on the total number of unique staff roles

Number of Leavers

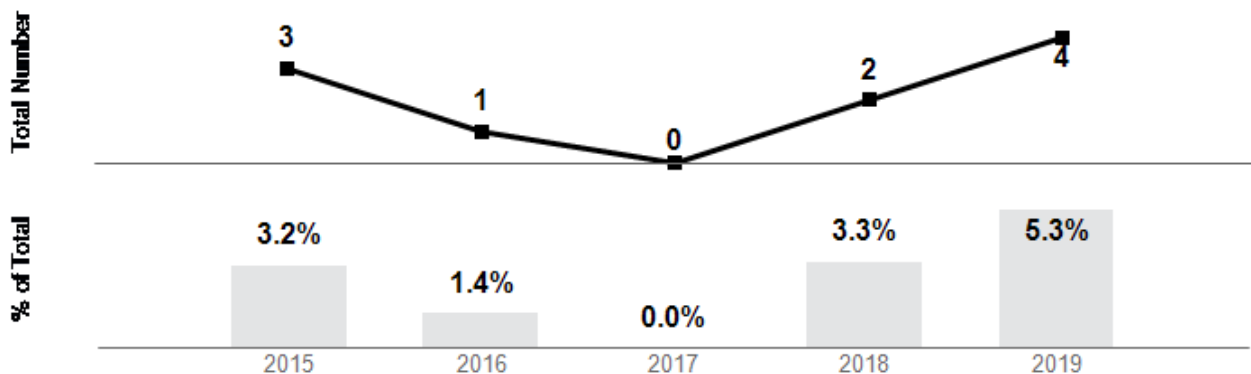
Year Ending	Wholetime	OnCall	Control	Support	Total
Mar-15	18	62	4	10	94
Mar-16	15	44	3	11	73
Mar-17	14	28	5	13	60
Mar-18	13	29	5	13	60
Mar-19	14	31	9	21	75

based on the total number of unique staff roles

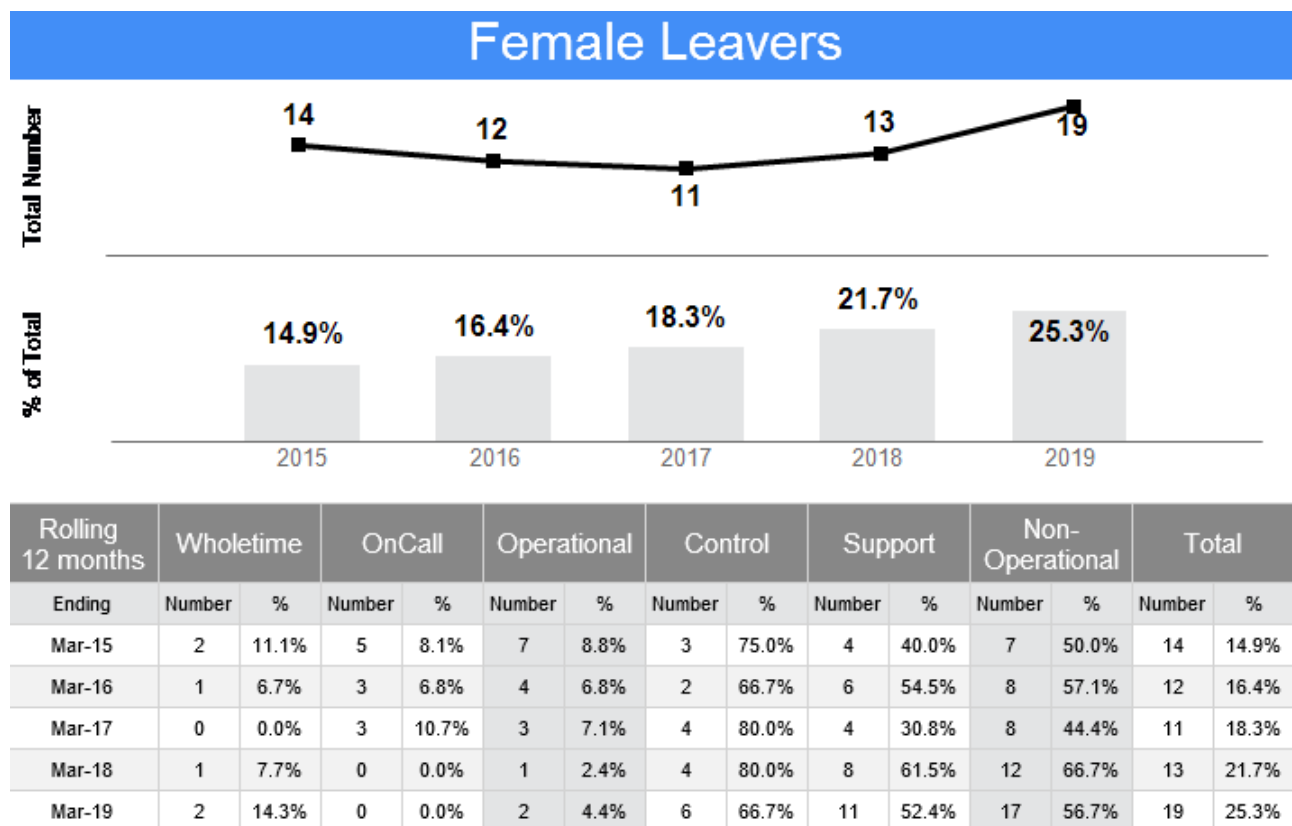
Staff turnover is the number of staff that have left the Service expressed as a percentage of the average annual staff number. In the last year turnover has increased by almost 2% having seen a steady decline in previous four years. This is highest among professional support and Control room staff.

Analysis of the protected characteristics of leavers shows an increase in BAME staff turnover.

Black and Minority Ethnic Leavers



The number of women leaving (19) was disproportionately high at 25% of all leavers. This was mainly from professional support and Combined Fire Control staff who made up 89% (17) of all female leavers. Where the number of leavers from a specific group is disproportionate, exit interviews and reasons for leaving are analysed to identify any trends. No single trend was identified for female or BAME leavers.



There were no leavers who identified as LG or B and the number leaving from a minority religious or belief group was less than previous year and in proportion to numbers in Service as was the case for disabled leavers.

Analysis of discipline and capability cases

Disciplinary Cases 2018/2019		Informal outcome	First Formal Warning	Final Formal Warning
Total Numbers		26	11	1
Issues	Availability & Attendance	12	2	
	Failure to comply with policy	2	1	
	Dishonesty	0	1	1
	Inappropriate behaviour	3	1	
	Driving	6	0	
	Capability	3	6	0

Total number of discipline and capability cases (38) was slightly lower than previous year (43) with 37% of these connected to availability and attendance. Majority were male staff of

white British ethnicity which mirrors the profile of this staff group. While little detail can be given because numbers are so small there are no concerning trends for any specific protected characteristic.

Analysis of grievance cases

Grievance Cases 2018/2019			
Total Numbers		5	Outcomes
	Process	4	1 partially upheld, 1 not upheld, 2 informally resolved.
	Unfair Treatment	1	Not upheld.

The number of grievance cases is considerably lower than previous years with no reported cases of bullying, harassment or other inappropriate behaviour. The proportion of each staff group raising grievances (e.g. men, women) is consistent with overall staff numbers. This is a welcome decline from last year which noted a disproportionate number of grievances raised by women.

A network of RESPECT champions has been established to provide staff with a confidential route to discuss concerns about behaviour and to be signposted to different options for dealing with this. This aims to help people resolve issues informally. Our training programme on professional behaviour at work which sets the standards expected continues.

Return to work after maternity leave

Nine members of staff took maternity leave in this year; seven having returned with two still on leave. None have left the Service.

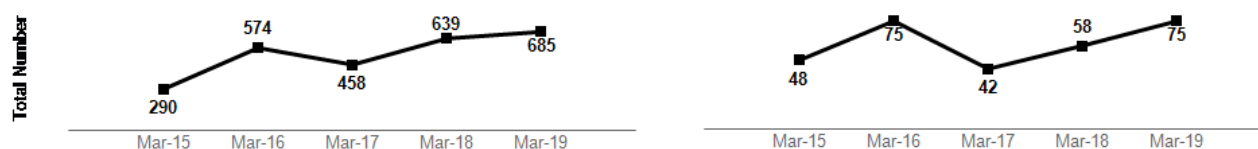
Section 4 - Recruitment analysis

The following tables and graphs show the number of applicants and successful recruits for all staff groups. Detailed analysis of the most recent wholetime FF recruitment process (2018) was reported in previous year's report.

Selection Standards

Panels of shortlisters and assessors have to undergo assessor training before being allowed to interview or assess. Panels aim to reflect both professional support and operational managers which provides a gender balance – and often an experience balance. Application forms are shortlisted with personal details like name, age, forms of address omitted and are scrutinised by the Recruitment Team. Work is underway to train and invite “community assessors” to join our selection panels.

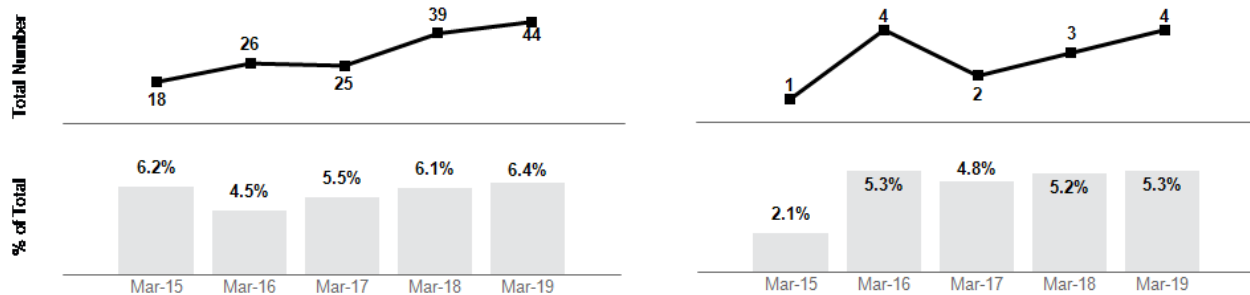
Total number of Applicants and Recruits



Applicants						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-15	0	111	111	19	160	290
Mar-16	225	128	353	46	175	574
Mar-17	221	96	317	26	115	458
Mar-18	186	151	337	112	190	639
Mar-19	175	259	434	96	155	685

Recruits						
Rolling 12 months	Wholetime	OnCall	Operational	Control	Support	Total
Ending	Number	Number	Number	Number	Number	Number
Mar-15	9	21	30	3	15	48
Mar-16	16	39	55	5	15	75
Mar-17	10	24	34	0	8	42
Mar-18	5	26	31	6	21	58
Mar-19	10	32	42	11	22	75

People with a Black and Minority Ethnic Background



Applicants										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-15	0	0.0%	6	5.4%	6	5.4%	1	5.3%	11	6.9%
Mar-16	8	3.6%	10	7.8%	18	5.1%	0	0.0%	8	4.6%
Mar-17	14	6.3%	6	6.3%	20	6.3%	1	3.8%	4	3.5%
Mar-18	5	2.7%	11	7.3%	16	4.7%	3	2.7%	20	10.5%
Mar-19	6	3.4%	17	6.6%	23	5.3%	1	1.0%	20	12.9%

Recruits										
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support	
Ending	No.	%	No.	%	No.	%	No.	%	No.	%
Mar-15	0	0.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%
Mar-16	1	6.3%	1	2.6%	2	3.6%	0	0.0%	2	13.3%
Mar-17	0	0.0%	2	8.3%	2	5.9%	0	0.0%	0	0.0%
Mar-18	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	14.3%
Mar-19	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	18.2%

Guidance notes Please interpret the percentages using the following example:
 Wholetime BME Applicants / All Wholetime Applicants OR Wholetime BME Recruits / All Wholetime Recruits.

While the number of applications from BAME candidates has improved overall in the last few years (with exception of Control) the number of recruits is disappointingly low – particularly to operational posts. Professional support BAME applicants have fared much better with 18.2% of all recruits being BAME across a range of roles. Detailed analysis of where BAME candidates are failing or withdrawing from On-call operational processes has been undertaken with the following results.

On-call

Between 1 April 2017 and 30 June 19, forty-four BAME people applied for On-call FF posts. Of these forty four, 20% were from women. The application process is on-line and applications are automatically rejected if they do not meet the response time required for the station. Outcomes for the 44 BAME applications are as follows.

Initial application (29 lost)

- Thirteen could not meet the response times for the relevant station (must be able to reach station within 5 minutes)
- Ten did not submit final application
- Two withdrew applications
- Four were rejected at shortlisting

Suitability Stage (5 lost)

- A further three withdrew applications during the process
- One had hours of availability reviewed following change in primary employment
- One had date for suitability meeting but did not attend.

Written tests stage (9 lost)

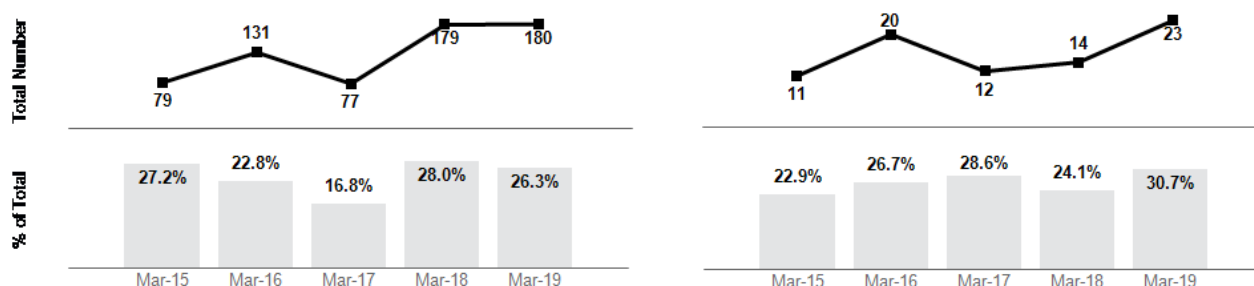
- Five withdrew application at this stage
- One did not attend test date
- Two still need to re-book a written test
- One is still in process

Medical/Fitness (1 lost)

- One did not attend medical and no further contact was had.

It can be seen from this analysis that the majority either could not meet the response time requirement (30%), withdrew their applications or did not respond to invitation to next stage. (41%). No applicants made it through to the final occupational ability tests or interview.

Female Applicants and Recruits



Applicants									
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support
Ending	No.	%	No.	%	No.	%	No.	%	No.
Mar-15	0	0%	19	17%	19	17%	5	26%	55
Mar-16	17	8%	13	10%	30	8%	17	37%	84
Mar-17	28	13%	9	9%	37	12%	7	27%	33
Mar-18	19	10%	18	12%	37	11%	45	40%	97
Mar-19	29	17%	24	9%	53	12%	54	56%	73

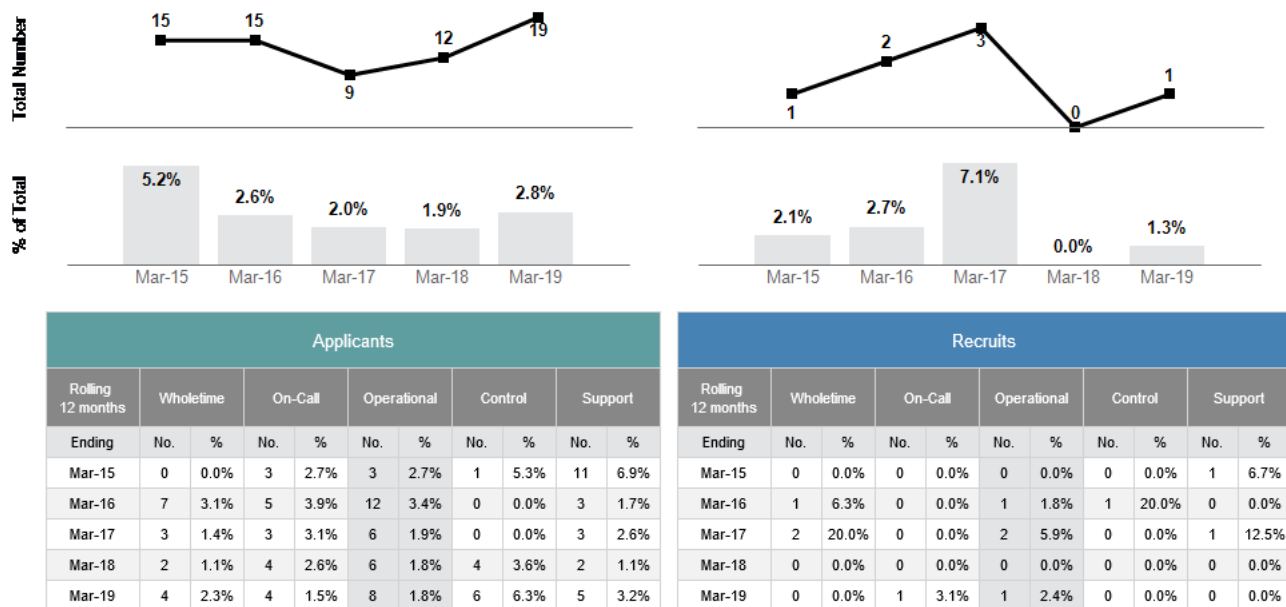
Recruits									
Rolling 12 months	Wholetime		On-Call		Operational		Control		Support
Ending	No.	%	No.	%	No.	%	No.	%	No.
Mar-15	0	0%	3	14%	3	10%	2	67%	6
Mar-16	4	25%	4	10%	8	15%	5	100%	7
Mar-17	3	30%	2	8%	5	15%	0	0%	7
Mar-18	0	0%	3	12%	3	10%	1	17%	10
Mar-19	2	20%	2	6%	4	10%	10	91%	9

Guidance notes Please interpret the percentages using the following example:
 Wholetime Female Applicants / All Wholetime Applicants OR Wholetime Female Recruits / All Wholetime Recruits.

The number of women applying for posts has increased considerably. While the number of women successful recruits has also increased this is not proportionate to those applying – particularly for on-call posts. Taster days at On-call stations have helped to attract a wider

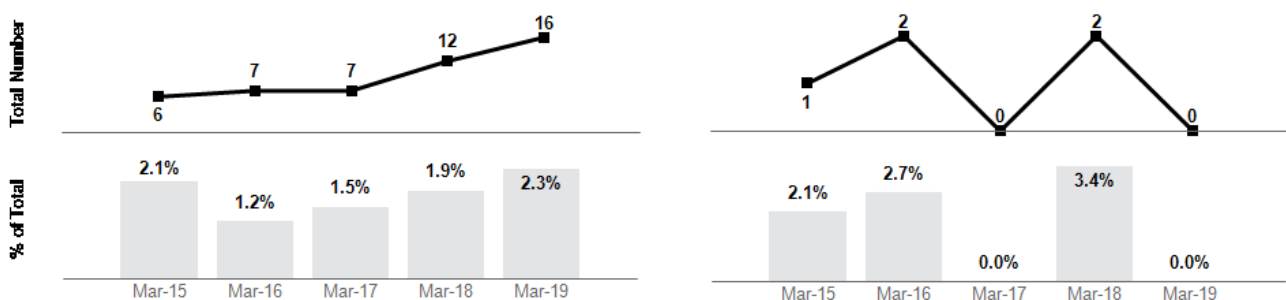
range of applicants however turning these into recruits has varied a lot over the last five years. We continue to review the equality impact of recruitment, selection and initial training processes to ensure there is no disadvantage to women or other groups who share a protected characteristic.

People sharing a Disability



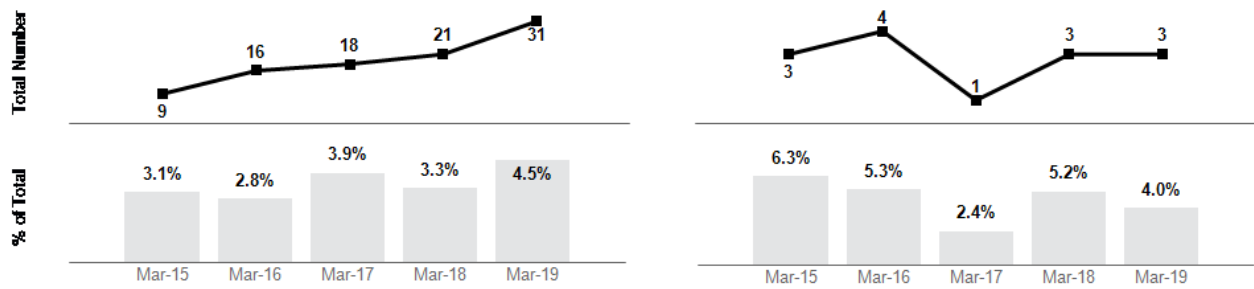
Numbers of disabled applicants and recruits are both low although the trend for applicants is improving slightly. Commitment to improving this is shown through our Disability Confident Scheme as well as support for new recruits with dyslexia.

People declaring an Other Religion of Belief



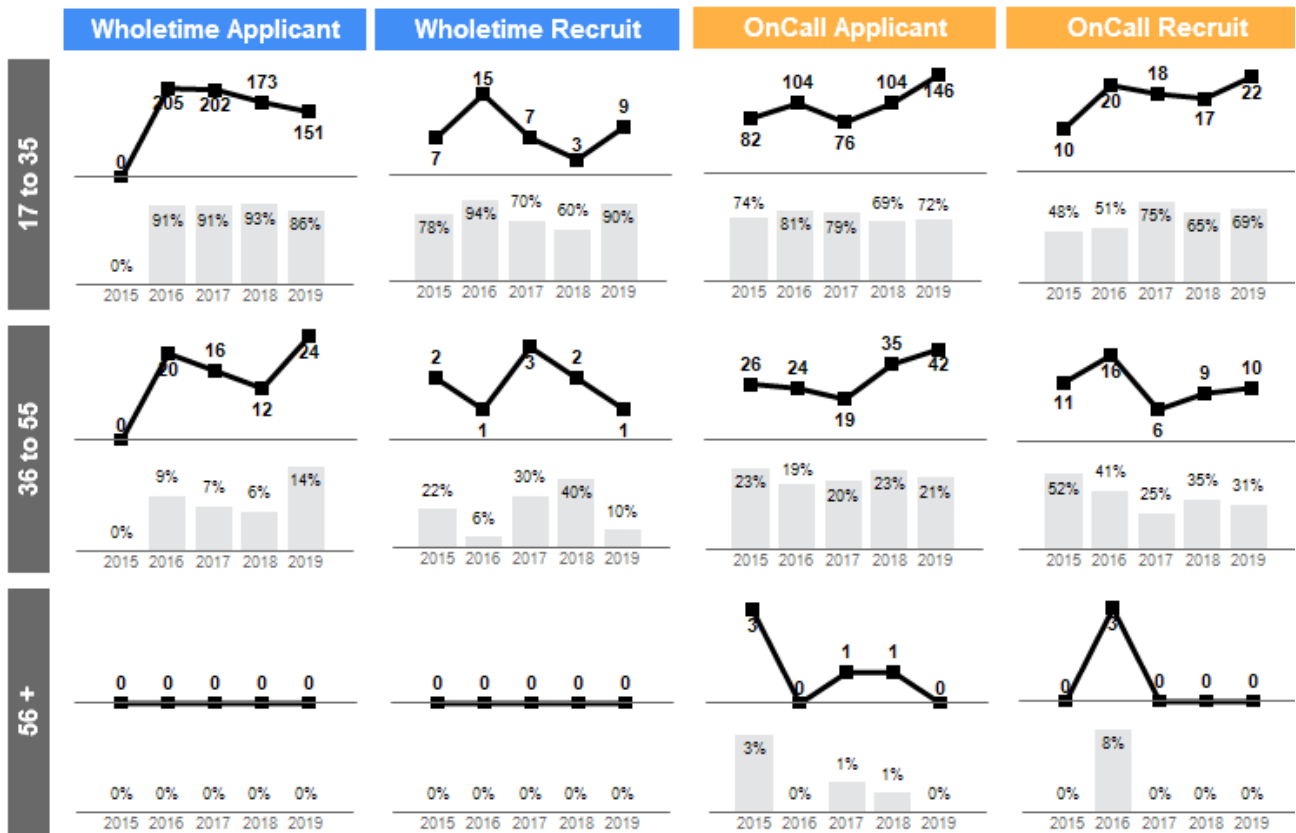
Again applicants of minority religion are increasing but there is no similar pattern in successful recruitment.

People who identify as Lesbian, Gay or Bisexual



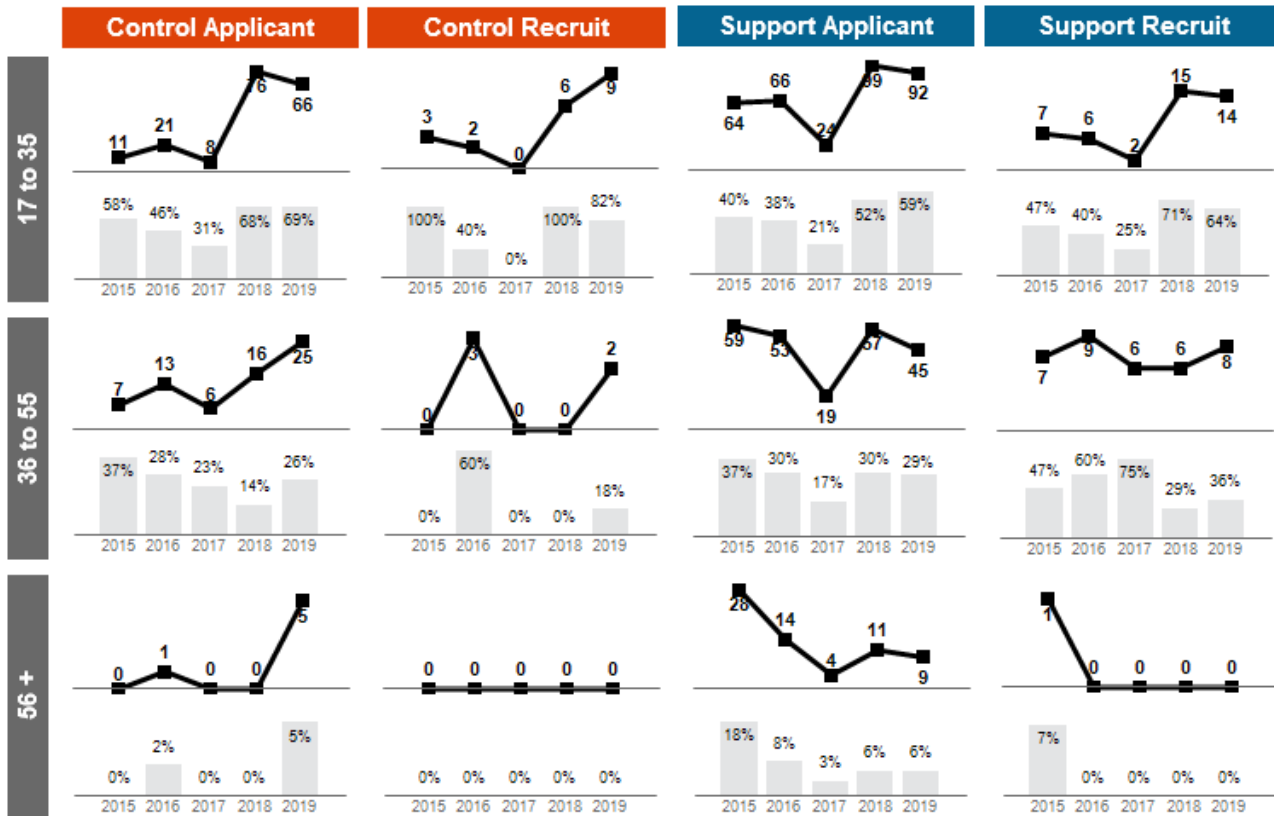
There has been a steady increase in applicants who identify as LG or B and recruitment is also positive over the last two years. In 2018 we attended the first ever Ely Pride with other emergency services. We regularly include profiles and adverts in specific LGB press as well as advertising selected vacancies through membership of Stonewall and local LGBT groups.

Age Profiles



Age profile of wholetime applicants shows a slight increase in those aged 36-55 but the majority of recruits are still likely to be in the 17-35 age group. On-call applicants have a slightly more diverse age range and recruit numbers in the 36-55 age range are proportionately higher than applicants.

Age Profiles



Age profile for Combined Fire Control show those in 35 – 55 bracket are less likely to be successfully recruited compared to younger candidates. For professional support staff there is better correlation between numbers applying and being recruited in the two younger age groups but there is less likelihood of recruitment for those 56 and over.

Section 5 - Gender Pay Gap

Employers of more than 250 staff are required to calculate and publish information about the gender pay gap in their organisation (Equality Act 2010).

The gender pay gap shows the difference between the average earnings of men and women. As a concept it is different from “equal pay” which deals with any pay differences between men and women who carry out the same or similar jobs or jobs of equal value.

Calculating, analysing and reporting on the gender pay gap can provide a valuable measure of equality in the workplace. It is a long standing phenomenon globally and varies by occupation, age group and working patterns. It highlights any difference in men’s and women’s participation in work of different types and levels and how effectively talent is being maximised.

The gender pay gap regulations require us to calculate a number of gender pay gap measures with reference to all staff. However where it has been helpful to explain or further explore this pay gap, reference has been made to the pay (and gaps) between different groups of staff. The following calculations are required by the regulations and explained below. They are all expressed in percentages.

Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 8).

A **mean** average involves adding up all the numbers and dividing the result by how many numbers were listed.

Median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (regulation 9).

A median average involves listing all numbers in numerical order. The median average is the middle number when there is an odd number of results.

Mean bonus gender pay gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 10b). For Cambridgeshire Fire and Rescue Service, “bonus” as defined in regulation 10b includes payment related to *“productivity, performance or incentive”*.

- **Productivity:**
 - resilience payments paid to operational staff for providing additional operational cover under certain conditions.
- **Performance:**
 - performance related supplements paid to Area Commanders and Group Commanders.
 - honorariums potentially payable to any staff group member as a one-off payment in recognition of particularly good work or effort.

- **Incentive:**
 - Continuous professional development (CPD) payments to operational staff. This is not an automatic payment but dependent on evidence of CPD – hence interpreted as an incentive in accordance with LGA advisory bulletin 644 (January 17).

Median bonus gender pay gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees (regulation 11).

Proportion of males and females receiving a bonus payment

The proportions of male and female relevant employees who were paid bonus pay (regulation 12).

Proportion of males and females in each quartile pay band

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands (regulation 13).

Cambridgeshire Fire and Rescue Service GPG

Difference in mean hourly rate of pay	2017	2018	2019
Mean hourly rate of pay for all male full-pay relevant employees	£18.25	£18.01	£18.11
Mean hourly rate of pay for all female full-pay relevant employees	£14.86	£15.24	£15.26
<i>% Difference in mean hourly rate of pay</i>	18.58%	15.38%	15.74%
Difference in median hourly rate of pay	2017	2018	2019
Median hourly rate of pay for all male full-pay relevant employees	£16.04	£15.75	£15.99
Median hourly rate of pay for all female full-pay relevant employees	£13.81	£13.97	£14.04
<i>% Difference in median hourly rate of pay</i>	13.90%	11.30%	12.2%

Commentary: Both mean and median pay gaps have increased slightly since last year but remain lower than 2017. Analysis of the four individual work groups (i.e. Wholetime operational staff; On-Call operational staff; Combined Fire Control staff and Professional Support staff) shows this is partly attributable to the retirement of senior female managers in one group and partly to an increase in the pay gap for On-call operational staff. The mean gender pay gap for On-call staff increased from 6.3% to 14.6% in 2019 which may be attributable to the fact that of sixty-nine Watch and Crew Commanders (supervisory roles and paid at higher rates) only one is female so the average male salary will be considerably higher than the average female salary for this group. A higher proportion of women on-call staff are still within their probationary period so are paid at “development” rate which is less than fully competent rate.

Difference in mean bonus pay	2017	2018	2019
Mean bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£54.19	£56.52	£55.62
Mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£53.88	£58.24	£50.09
<i>% Difference in mean bonus pay</i>	<i>0.57%</i>	<i>-3.04%</i>	<i>9.94%</i>

Commentary: The gap in mean bonus pay this year is in favour of men representing a 12.98% increase on last year.

Difference in median bonus pay	2017	2018	2019
Median bonus pay paid during the relevant period to male relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50
Median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period	£47.08	£47.58	£48.50
<i>% Difference in median bonus pay</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>
Proportion of male and female employees who received bonus pay	2017	2018	2019
The number of male relevant employees who were paid bonus pay during the relevant period	317	291	290
The number of male relevant employees	516	506	525
<i>The proportion of male employees who received bonus pay</i>	<i>61.43%</i>	<i>57.51%</i>	<i>55.24%</i>
The number of female relevant employees who were paid bonus pay during the relevant period	34	25	36
The number of female relevant employees	131	131	135
<i>The proportion of female employees who received bonus pay</i>	<i>25.95%</i>	<i>19.08%</i>	<i>26.6%</i>

Commentary: The proportions of men and women who received bonus pay reflects the makeup of operational men and women in the Service.

Proportion of male and female employees according to quartile pay bands	2017	2018	2019
The number of male full-pay relevant employees in the lower quartile pay bands	110	106	109
The number of full-pay relevant employees in that quartile pay band	163	159	162
<i>Proportion of male employees in the lower quartile pay band</i>	<i>67.48%</i>	<i>66.67%</i>	<i>67.28%</i>
The number of female full-pay relevant employees in the lower quartile pay bands	53	53	53
The number of full-pay relevant employees in that quartile pay band	163	159	162
<i>Proportion of female employees in the lower quartile pay band</i>	<i>32.52%</i>	<i>33.33%</i>	<i>32.72%</i>
The number of male full-pay relevant employees in the lower middle quartile pay bands	124	117	125
The number of full-pay relevant employees in that quartile pay band	163	158	166
<i>Proportion of male employees in the lower middle quartile pay band</i>	<i>76.07%</i>	<i>74.05%</i>	<i>75.30%</i>
The number of female full-pay relevant employees in the lower middle quartile pay bands	39	41	41
The number of full-pay relevant employees in that quartile pay band	163	158	166
<i>Proportion of female employees in the lower middle quartile pay band</i>	<i>23.93%</i>	<i>25.95%</i>	<i>24.70%</i>
The number of male full-pay relevant employees in the upper middle quartile pay bands	134	145	149
The number of full-pay relevant employees in that quartile pay band	160	161	168
<i>Proportion of male employees in the upper middle quartile pay band</i>	<i>83.75%</i>	<i>90.06%</i>	<i>88.69%</i>
The number of female full-pay relevant employees in the upper middle quartile pay bands	26	16	19
The number of full-pay relevant employees in that quartile pay band	160	161	168
<i>Proportion of female employees in the upper middle quartile pay band</i>	<i>16.25%</i>	<i>9.94%</i>	<i>11.31%</i>
The number of male full-pay relevant employees in the upper quartile pay bands	148	138	142
The number of full-pay relevant employees in that quartile pay band	161	159	164
<i>Proportion of male employees in the upper quartile pay band</i>	<i>91.93%</i>	<i>86.79%</i>	<i>86.59%</i>
The number of female full-pay relevant employees in the upper quartile pay bands	13	21	22
The number of full-pay relevant employees in that quartile pay band	161	159	164
<i>Proportion of female employees in the upper quartile pay band</i>	<i>8.07%</i>	<i>13.21%</i>	<i>13.41%</i>

The equal pay audit proposed last year has been carried out by an external consultant and the recommendations made from this are being implemented this year.

Demography of Cambridgeshire and Peterborough – Census 2011

Cambridgeshire and Peterborough

Population : 804,841

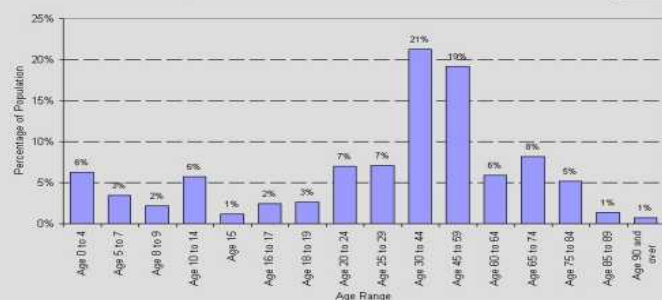
Gender

49.8% Male (400,419)
50.2% Female (404,422)

Average Age
39 years

Median Age
38 years

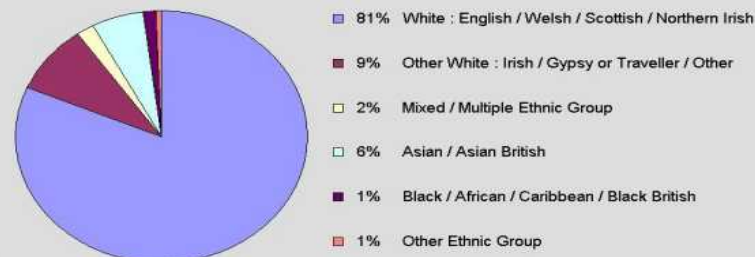
Age Range



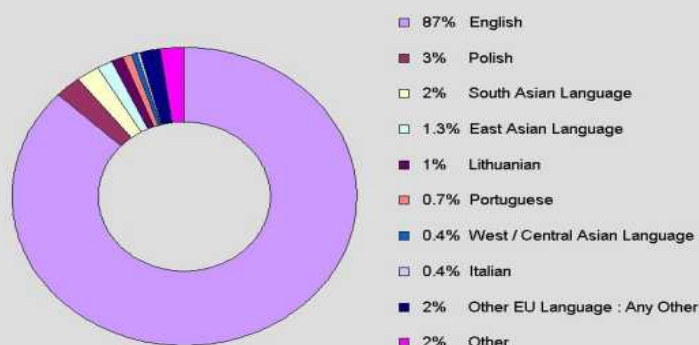
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 7% (54,674)
Day-to-day activities limited a little : 9% (70,944)
Day-to-day activities not limited : 84% (679,223)

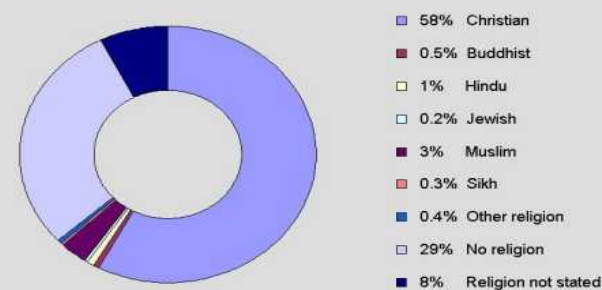
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Cambridge City District

Population : 123,867

Gender

50.8% Male (62,984)
49.2% Female (60,883)

Average Age
36 years

Median Age
31 years

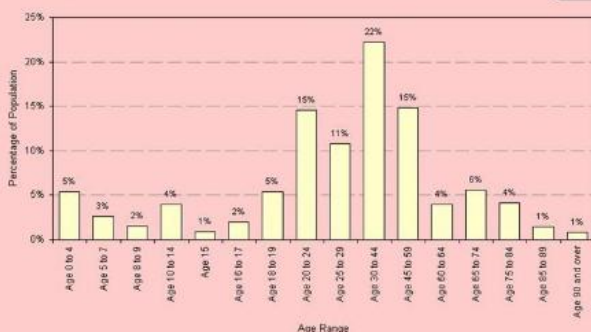
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 5% (6,798)

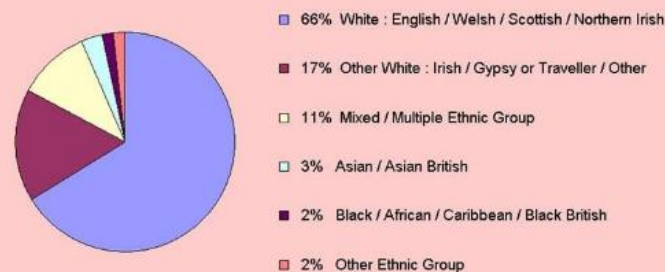
Day-to-day activities limited a little : 7% (9,266)

Day-to-day activities not limited : 87% (107,803)

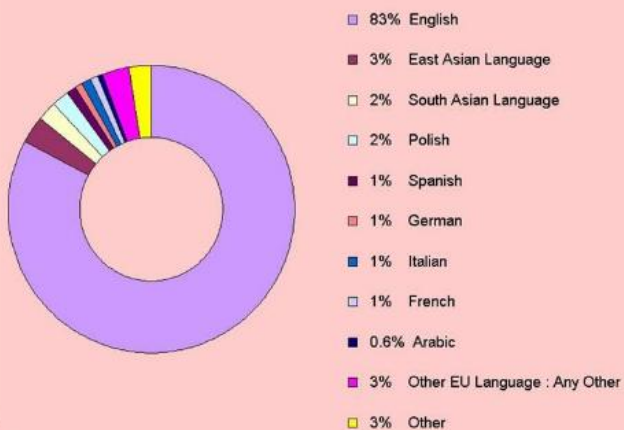
Age Range



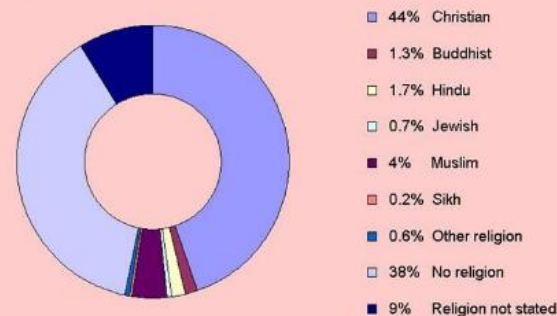
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Peterborough District

Population : 183,631

Gender

49.5% Male (90,859)
50.5% Female (92,772)

Average Age
37 years

Median Age
35 years

Age Range



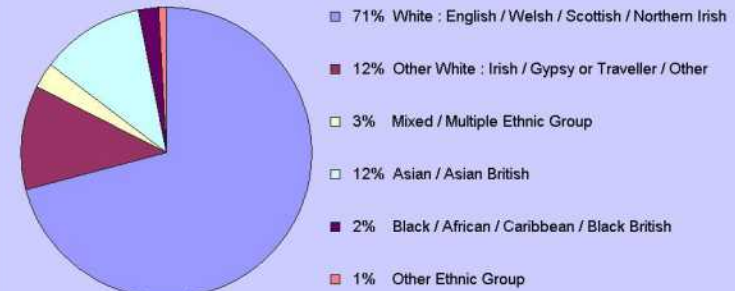
Long Term Health Problem or Disability

Day-to-day activities limited a lot : 8% (14,053)

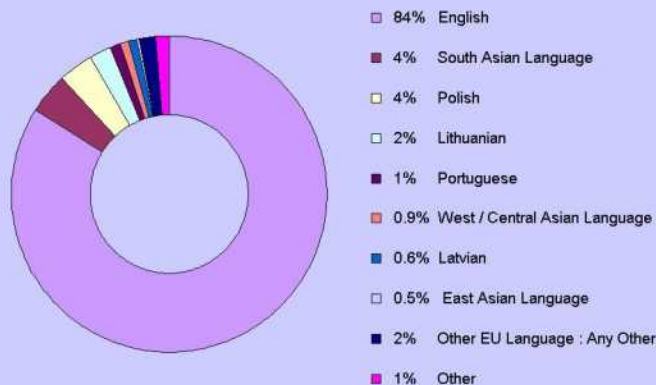
Day-to-day activities limited a little : 9% (16,538)

Day-to-day activities not limited : 83% (153,040)

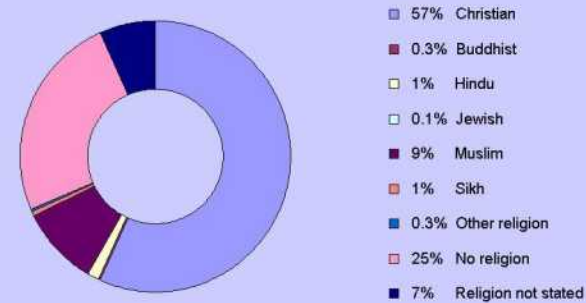
Ethnic Groups



First or Preferred Language aged 3 and over



Religion



Agenda Item no. 7

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Assistant Chief Fire Officer (ACFO) – Jon Anderson

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

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

DATE: 7 November 2019

INTEGRATED RISK MANAGEMENT PLAN 2020 to 2024

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an updated strategic risk report, as at October 2019, with the draft Integrated Risk Management Plan (IRMP) 2020 to 2024.

2. Recommendation

- 2.1 The Fire Authority is asked to approve the attached draft plan at **Appendix 1** for public consultation.

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 service 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 businesses 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 characteristics, specifically age and disability.

5. Background

- 5.1. The IRMP is a public facing document covering a minimum of a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough (**Appendix 2**). The IRMP 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 strategic and 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.
- 5.2. The IRMP document highlights initiatives that will be explored to further improve the quality of service delivery and importantly to further reduce the level of risk in the community within a balanced budget. The document represents the central improvement plan for the Service and as such sets out our strategic direction and the performance measures that we will utilise to manage and implement the plan. Once approved, an action plan is developed that defines the specific activities that will be undertaken to deliver the IRMP.
- 5.3. The IRMP outline the Services performance measures and the data that we will be monitoring to ensure that we are making effective decisions about the targeting of our resources and activities. As well as looking at the numbers of fires, road traffic collisions and other incidents, we also look at trends and seek to understand the underlying causes or factors that we are able to influence to reduce numbers.
- 5.4. Performance against our IRMP is regularly reviewed through both our management reviews and our overall performance held to account through the Authority Overview and Scrutiny Committee.
- 5.5. The main context points to note from the IRMP include;
- It is noticeable that despite a steady increase in population, our incident rate has fallen considerably from 10 years ago, although the numbers have marginally increased over the last five years.
 - The reduction in calls is as a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms.
 - Our main increase in fires has been secondary fires which have increased by 51% over the past five years. This can be largely attributed to the increases we have seen in fires in the open during the summer months.
 - The fire rate per 100,000 population in Cambridgeshire is consistently lower than the national figure and when looking back over the past five years, the fire rate per 100,000 population has only seen a marginal increase of 4%.

- Over the past five years we have seen a distinct pattern of increased operational activity emerging during the summer periods.
- Our special service incidents have increased because we have been working more collaboratively with other emergency services.
- The comprehensive spending review for the next four years has been delayed to 2020 while Government concentrates on Brexit. We are therefore only expecting to get a single year settlement for 2020/2021.
- There are opportunities to address recognised issues within our On-Call service to make it more attractive and more sustainable for the future.
- Our changing county demographics and an increasingly ageing population is leading to more vulnerable and isolated older people within our communities

5.6 As a result of the points in paragraph 5.5 above, the Service identifies in the IRMP that activities that will be the focus of the next four years to reduce the risks and maximise the opportunities. These are broken down under our four strategic aims; people, community safety excellence, operational excellence and value for money.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
IRMP Preparation document 2020-2024 IRMP Planning Framework Equality Impact Assessment for IRMP 2020-2024 IRMP Engagement Exercise Results of CFRS Risk Analysis ORH Risk Analysis Report	Fire Service HQ Hinchbrook Cottage Huntingdon	Tamsin Mirfin tamsin.mirfin@cambsfire.gov.uk

Integrated Risk Management Plan (IRMP) – Planning Framework

Purpose of Corporate Planning

The purpose of corporate planning is to identify the activities required to move the organisation closer to achieving its vision **of a safe community where there are no preventable deaths or injuries in fires or other emergencies**. There is a requirement to produce an Integrated Risk Management Plan (IRMP) set out in the Fire and Rescue National Framework for England.

Each fire and rescue authority must produce an integrated risk management plan covering at least a three year period and must:

- reflect up to date risk analysis including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publically available

FRS National Framework 2018

In 2017 the organisation refreshed the way in which it constructs the IRMP, this was to ensure that it is a rounded business plan considering the holistic delivery of our services.

The IRMP underpins the foundations of everything the Service aspires to achieve over the four year term of the plan. By developing a strategic plan, allocating resources and linking this to the Service's Medium Term Financial Strategy it enables us to plan better for the future and meet the challenges that lie ahead.

The Planning process

The planning process is a live and evolving process, starting with the planning meetings where the plans for the next year are ratified. The plans should remain adaptable to reflect the changes in risk and the environment that we operate in.

Vision

The vision is a statement describing what we are ultimately aiming for and as such sets our direction of travel as everything we do is contributing to us achieving our vision. It is therefore the starting point for our corporate planning process.

Our direction of travel is reviewed annually to take account of changing priorities within the Service and a number of external factors including the National Framework, Sustainable Communities Strategies, general consultation and changes to legislation.

Our vision is for a safe community where there are no preventable deaths or injuries in fires or other emergencies.

Excellence Statements

We believe that to achieve our vision we need to strive for **operational** and **community safety excellence**, demonstrate **value for money**, and put **people** – both in the communities we serve and our own staff – and at the centre of everything we do.

Therefore, these four areas are our strategic aims and sitting under these are a number of excellence statements to create a richer picture of what we will have achieved when we achieve excellence.



Figure 1 - The Planning Process

Risk and Opportunities

On an annual basis we consider the risks that would impact on our ability to achieve our strategic aims and opportunities that would assist us to achieve them. We consider a holistic organisational risk picture that includes, but is not limited to, community risks, local resilience risks, strategic risks and business delivery risks. Where we consider risks we also look for opportunities.

Community Risk

At a strategic level, the Authority's IRMP prioritises key issues identified through a variety of internal and external intelligence including:

- Specialist modelling software
- Geographic Information Systems (GIS)
- Demographic data
- Historical fire and rescue incident information and trends

The Service also accesses information provided by partner agencies to understand the changing needs of the community such as:

- Joint Strategic Needs Assessment
- Sustainable Growth Strategies

National Risk Register

The National risk register considers risks related to National emergency situations. The Local resilience risk register considers this to formulate a local risk register and therefore formulate mitigation actions.

Local Resilience Risks

The Local Resilience Forum is a multiagency collaborative entity that has a responsibility to plan and prepare for civil contingencies, emergency preparedness, response and recovery to emergency situations. They must keep a Community Risk Register, we consider this as part of our planning process to take account of areas of focus for the next period.

Strategic Risk

The Service identifies high level risks through risk workshops to identify risks. The Service then ensures there is an owner for each risk and an activity to mitigate against risk. This is documented through a well established strategic risk register. (Further information is available in the Strategic Risk Management Plan DM#33881)

Business Delivery Risk

Risks that impact on the day to day delivery of the Service are captured and recorded in the Business Delivery Risk Register. This risk register is reviewed quarterly by Heads of Group. The information held here is considered, to identify risk themes and areas of specific concern. This information is reviewed to ensure that themes impacting upon the Service are considered as part of the planning process.

Opportunities

As part of the risk management process we also identify opportunities for the service, we consider the probability of these being realised and the benefit that they would deliver to us. Opportunities are documented in the strategic risk and opportunity register.

Mitigation actions and/or realisation plans (Planning)

Those risks that are seen to be high or very high or those that we feel may develop are highlighted and the mitigation actions are reviewed and considered. Likewise for the opportunities that are seen to be achievable with a level of benefit to the Service are also reviewed to ensure the realisation strategies are appropriate.

Having understood the challenges we are facing the Service identifies mitigations or realisation plans, these are then prioritised. The mitigation plans and opportunity realisation plans are then taken to form the action plan for the Service. These will form the high-level activities in the IRMP. These are broken down in more detail to provide a year by year, prioritised plan for the Service to work to, whilst the IRMP looks at a broader three - five year period.

Action plan

From the work detailed above, the Service can identify the key actions for the IRMP and break these down in to year by year action plan to move closer to achieving its strategic aims.

The makeup of our community doesn't change dramatically year on year, neither does the risk that our community faces. For this reason the management strategy the organisation employs doesn't change. We will refresh the IRMP every three – five years to ensure it continues to meet the needs of the community.

The technology, resources and good practice at our disposal however do change more quickly, as do the challenges the organisation faces. To take account of this we will review the direction of travel, risks and opportunities and refresh our priorities each year.

The Service has one central action plan that highlights the core actions, each action has a measure associated with it so we are able to measure and understand when it is complete. Each high level action is then broken down in to a four year plan with all groups able to add where they are contributing. The delivery of these action plans will be monitored by the four delivery groups and report progress on a quarterly basis to the Chief Officers Advisory Board (COAG).

Monitor delivery and review risk

Once our plans and activities are determined, some are classed as projects to provide auditable governance around the implementation process and these are delivered under the Business Development Programme. Other priorities will be delivered and monitored under the four delivery areas People, Operational Excellence, Community Safety Excellence and Value for Money. These delivery areas are monitored and reported on each quarter with an overview report going back to the quarterly COAG meetings.

Quarterly reviews of the IRMP will be undertaken by COAG. They will consider the status of the work in delivery and its impact up on the risks and opportunities to the Service. These reviews will also consider if there are new or emerging risks or opportunities that impact on our plans and priorities. As our environment can change, so too can plans and therefore if it is felt that a risk or opportunity not previously considered requires attention this may prompt a review and refresh of the service's plans and activities.

What goes in to the Business Delivery Programme?

We have in place a project governance structure specifically designed to monitor and control the delivery of projects. If work is defined as a project it will be delivered and control under this governance structure to ensure successful delivery of the required outputs and outcomes.

Definition of a Project

A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent, or semi-permanent functional activities to produce products or services.

Group plans

Each group contribution to the Services overarching actions is detailed in the action plan. Business as usual activities do not need to be captured on the group plan but should a group have additional capacity, above its contributions to the Service action plan and business as usual activities, additional activities should be detailed in the group plan section, this is to allow for greater visibility and oversight. Activities listed here should be in mitigation to a risk or in the pursuit of an opportunity, which must be detailed in the plan. COAG may challenge activities listed here and may discuss with the owning group the refocusing of resources on to other priority activities.

Personal development reviews

When setting objectives for individuals within the group, there should be a link back to the activities in the action plan and group plans. This should form the mechanism for heads of group to monitor performance against the deliverables.

Documentation

Risk registers

There are several documents consulted in the preparation of the risk review, they include but are not limited to:

- Strategic risk register
- Business delivery risk register
- National risk register
- Local resilience risk register
- Community risk profile
- Historical performance information

Risk preparation documentation

This is a summary document that looks at each strategic aim, the risks and opportunities that are relevant to the areas and the response and mitigation plans attached to these.

IRMP

This document identifies the significant risk to the community and organisational delivery and how we are responding to that risk.

Annual Report & Statement of Assurance

The Fire and Rescue National Framework for England 2018 requires each Fire Authority to provide an annual statement of assurance. The document will also provide a report on how we are performing against the targets set out in the IRMP.

Action plan

The action plan details the actions of the IRMP, the measures of success and a break-down of the core actions in to sub actions with each groups contributions listed. This is the central action plan for the Service over the four year period.

THE INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2020 - 2024

DRAFT

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The Integrated Risk Management Plan

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

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

This document is written within the context of blue light collaboration and continued reductions in public sector funding. This means we need to find ways to ensure we are using our resources in the best possible way, to maintain the quality of service we provide and further reduce the level of risk in the community in a collaborative way, working with partner organisations.

Our IRMP covers all of the activity we are engaged in to exploit opportunities and reduce the risk associated with providing a service to the community.

We are focused on ensuring that we explore every opportunity to work more collaboratively with partners. Our previous IRMP 2017-2020 saw us working more closely with other emergency services and agencies to enable us to better protect the public we serve, particularly the most vulnerable in our communities. We are actively engaged in a number of collaborative arrangements to do this as well as having effective information sharing agreements to allow us to identify those most at risk of fires and other emergencies.

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

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

How we identify risk

In 2016, we undertook a detailed review of risk within Cambridgeshire and we have monitored and reviewed this each year as part of our IRMP monitoring activities. In 2019, we conducted a further detailed review of risk, resource allocation and scenario planning to include the new A14 road network and planned housing developments. This work forms the basis of our IRMP and associated work, projects and activity for the next four years.

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

Using a combination of data analysis, computer modelling, professional judgement and engagement with our staff, the risk review has resulted in a set of proposals designed to realign our resources to risk. We use our own data analysts as well as specialist analysis from external supplier Operational Research in Health Ltd (ORH).

Our integrated risk management analysis and planning process is shown in Figure 1 (opposite).

This risk review has enabled us to assess those foreseeable risks that could hinder our progress towards our vision, whilst also allowing us to recognise opportunities that will assist us in achieving our vision.

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

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



Fig 1 Integrated Risk Management Planning Process

Local Resilience Forum

In addition to our own detailed analysis of the risks facing our communities, the Integrated Risk Management Plan has paid due regard to the risk analysis completed through the national risk register and local resilience forum to ensure that civil and terrorist contingencies are captured.

Our chief fire officer is chair of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) and senior managers are actively engaged in the forum. The Service has supported the development of an agreed risk profile for the local area through the community risk register, in partnership with police and ambulance services, local authorities, primary care trusts, health protection agency, environment agency and the military.

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

Context

Cambridgeshire and Peterborough

Cambridgeshire has a three-tiered local authority system, consisting of Cambridgeshire County Council and five district councils - Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland. Peterborough City Council is a unitary authority located in the north of Cambridgeshire. The Cambridgeshire and Peterborough Mayoral Combined Authority, came in to existence in 2017.

The stated vision of both Cambridgeshire and Peterborough councils is to create an environment that enables the communities they serve to achieve social, economic, and environmental wellbeing. Cambridgeshire and Peterborough are identified as areas for sustained residential and commercial development which, in addition to providing opportunities for economic growth, have the potential to impact on public service resources.

Figure 2 shows the correlation between population growth and our incident rates. It is noticeable that despite a steady increase in population, our incident rate has fallen considerably, although the numbers have marginally increased again over the last five years. We look at the reason for this on pages 9 to 12. The reduction in calls is a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms. This success, together with the scale of financial pressures facing public sector agencies across

Cambridgeshire and Peterborough, demonstrates we remain committed to working with a range of partners in order to provide the best possible service to our communities.

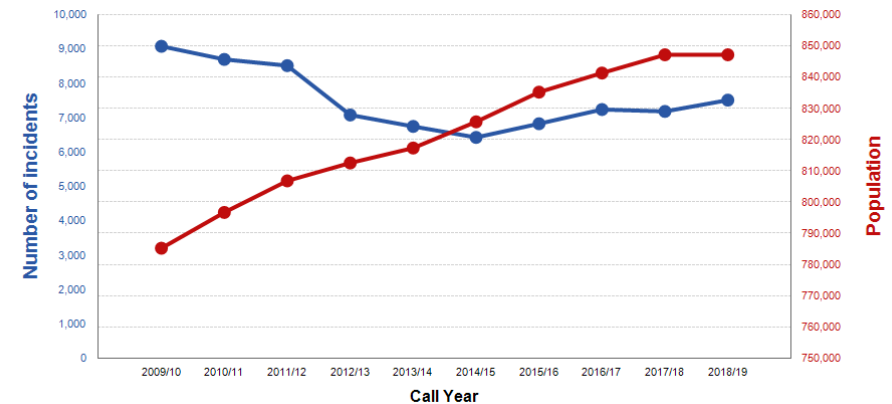


Figure 2 Number of incidents versus the population growth

Our Partnerships

To enable a more efficient way of working for public sector agencies in Cambridgeshire and Peterborough, we work closely, on a daily basis, with our blue light colleagues in Cambridgeshire Constabulary and East of England Ambulance Service, as well as our colleagues in both Cambridgeshire County Council and Peterborough City Council.

We now share equipment and resources with Cambridgeshire Constabulary that enhances the operational capability of both services and within Peterborough City Council, police, fire and

council staff work side by side through the Safer Peterborough Partnership.

East of England Ambulance Service also shares our facilities and in some areas our frontline firefighters respond to medical emergencies.

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

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

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

Comprehensive spending review

We can demonstrate a very effective record for dealing with Government funding cuts in an efficient and innovative

manner. Since 2010, our Central Government funding has been cut by £6million and that has resulted in significant budget reductions and the reshaping of our Service.

We are currently in the final year of the second Comprehensive Spending Review (CSR). The 2016-2020 CSR has reduced our budget by 13.5 per cent. As with the previous CSR, we have been proactive in identifying plans and changes to ensure we continue to deliver a professional service to the public whilst making the required efficiencies.

The future is not as clear for us as we prepare for 2020-2024, as the CSR for the next four years has been delayed to 2020 while Government concentrates on Brexit. We are therefore only expecting to get a single year settlement for 2020/2021. This significantly impacts on our ability to accurately plan and budget for this coming four year IRMP period. However, to be prepared as much as we can be, we are working through a number of potential scenarios and considering what the impact of those might be on our budget and what we can do to meet the challenges we may face.

Our ability to mitigate risks and realise opportunities is directly impacted by our resourcing and the budget available to us. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans. Once our four year settlement is known next year, we will review our IRMP action plan and revise timescales or scope if we need to, to ensure plans remain achievable and affordable.

The calls we attend

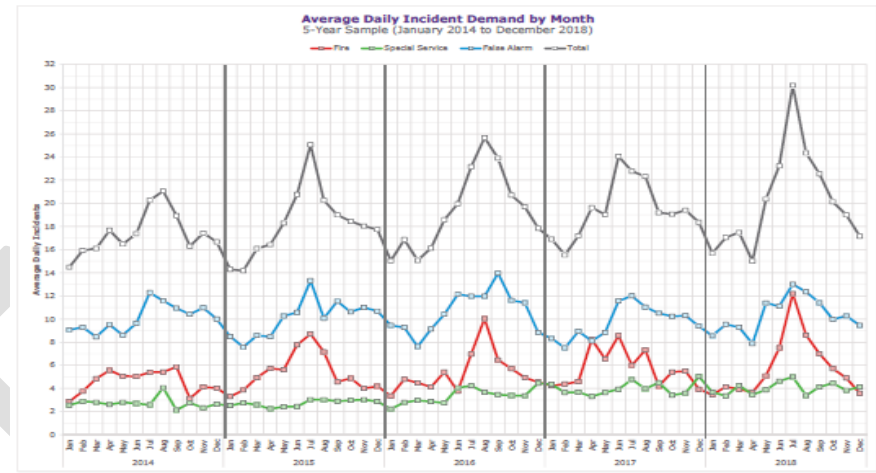
All the data used in this section, unless otherwise stated, is taken over a five year period to December 2018.

Our latest statistics show a 9.8% increase in the number of incidents attended from 2014 to 2018. In 2018, 29% of our calls were to fires, 19.8% were to special services, and 51.1% were false alarms (0.8% were malicious).

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

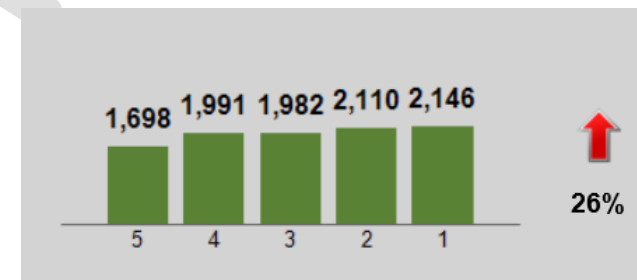
Incident trends across the county

Over the past five years we have seen a distinct pattern of increased operational activity emerging during the summer periods. In the summer of 2018, we saw a significant spike in the number of fires attended, in particular fires in the open, and we encountered spate conditions where demand on our services is unusually high, triggering the setting up of a coordination cell to manage resources.



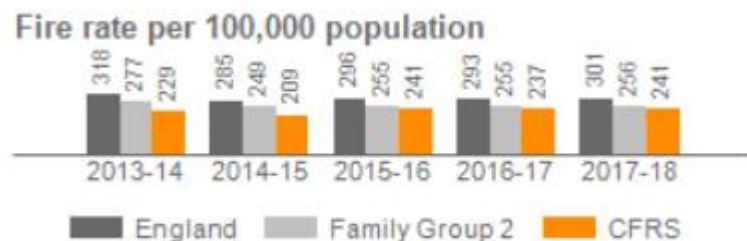
Fire trends across the county

Over the past five years the numbers of fires in the county has increased by 26%.



The fire rate per 100,000 population in Cambridgeshire is consistently lower than the national figure and when looking back over the past five years, the fire rate per 100,000 population has only seen a marginal increase of 4%. This indicates that whilst our fire numbers are increasing it is doing so in correlation to our population growth in the county.

We utilise family groups to make comparisons between most similar fire and rescue services and this also shows that Cambridgeshire's fire rate per 100,000 population figure is lower than the comparable family group average.

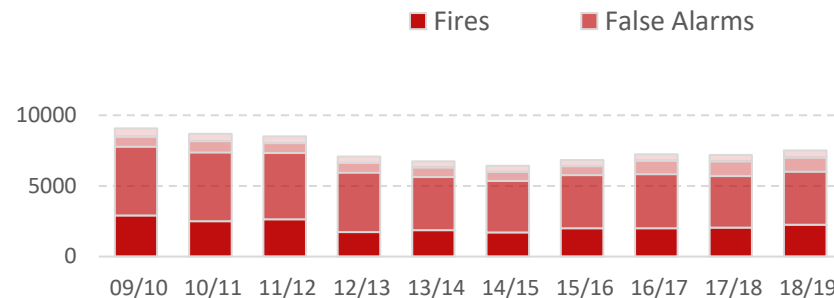


Primary fires are defined as all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances. We define chimney fires as any fire in a building where the flame was contained within the chimney structure.

Although over the last five years we have seen an increase in the number of fires we attended, when we look at our incident and fire trends over the past 10 years we can see that these have not increased to the same numbers that we were seeing 10 years ago.

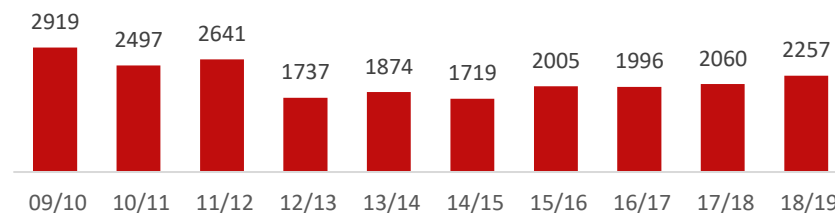
CFRS attended 7,512 incidents in 2018/19. This was a 5% increase compared with the previous year (7,183), a 17% increase compared with five years ago (6,426) but a 17% decrease compared to ten years ago (9,079).

Incident Breakdown



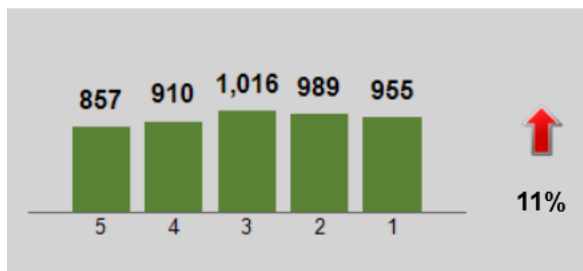
Of the 7,512 incidents in 2018/19, there were 2,257 fires. This was a 10% increase compared with the previous year (2,060), a 31% increase compared with five years ago (1,719) but a 23% decrease compared with 10 years ago (2,919).

Total Fires



Our primary fires in the county are up by 11% (102 fires) compared to five years ago although the number has decreased from its peak in 2016.

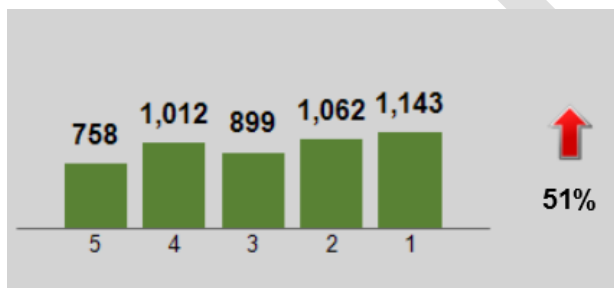
Primary fires over the past five years



Secondary fires are those that do not affect property, do not involve casualties and are attended by four or less appliances. Examples include bin fires and most outdoor small fires.

Our main increase in fires has been secondary fires which have increased by 51% over the past five years. This can be largely attributed to the increases we have seen in fires in the open during the summer months.

Secondary fires over the past five years



The number of false alarms with good intent have decreased from 24.8% to 17.3% of all our calls received over the past five years. These are calls where the person genuinely believes

there is a fire, but it may be out on our arrival or may be a neighbour's bonfire for example.

The number of automatic fire alarms that we receive has remained largely the same.

Special services and road traffic collisions (RTCs)

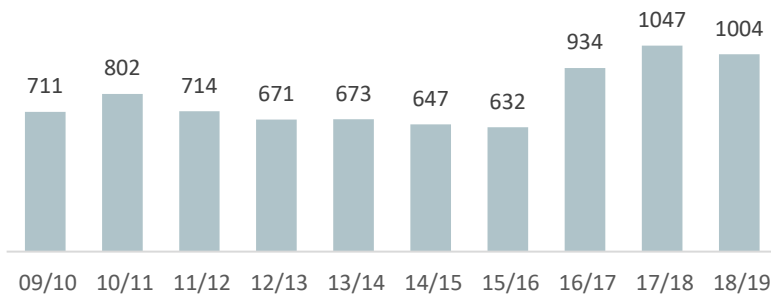
As well as attending fires we also attend road traffic collisions (RTCs) and provide a number of other services which we define as special services. These special services are non-fire incidents that require a fire crew or an officer to attend and include:

- Local emergencies such as rescuing people, making something safe etc
- Major disasters
- Domestic incidents such as water leaks, people locked in or out etc
- Prior arrangements to attend incidents, which may include some provision of advice and inspection
- Animal rescues

Of the 7,512 incidents in 2018/19, there were 1,004 special service incidents. This was a 4% decrease compared with the previous year (1,047), a 55% increase compared with five years ago (647) and a 41% increase compared with 10 years ago (711).

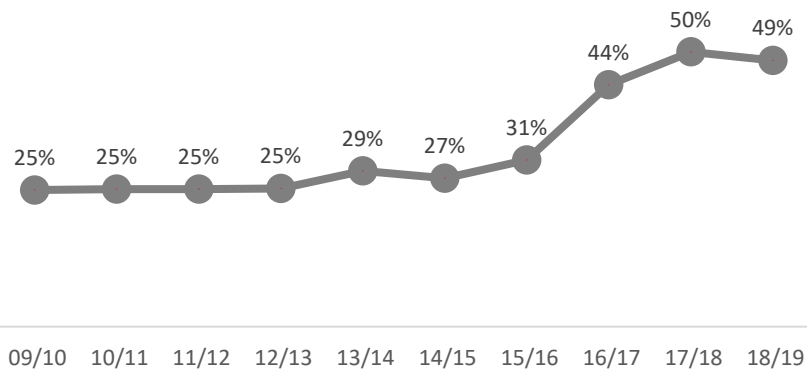
The number of RTCs have decreased by 0.32% although in 2018 there was a slight increase. RTCs equate to 33% of our special service incidents. Special services made up 15.7% of our total incidents in 2014 and this increased to 19.8% in 2018.

Total Special Services



The chart below shows the percentage of total special service incidents where we have been called to assist either the ambulance service, police or other fire services.

Percentage of Special Service incidents which involved collaborating with other emergency services



Our Vision

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

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

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

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

These are therefore our strategic aims and they drive everything we do.



What do our strategic aims mean?

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

People

Working with our managers and staff to ensure our people are safe and the Service is accessible to everyone, meeting their needs and expectations, we:

- Continually strive to improve the service we deliver
- Listen and engage with staff, communities and our partners to improve what we do
- Develop our staff and encourage them to reach their potential.

Community Safety Excellence

Working in partnership with agencies such as local authorities, district councils, police and health authorities, we:

- Understand the risk in our communities
- Are inclusive in our approach and tailor our services to meet the needs of our diverse communities
- Work with partner agencies in a targeted, proactive and effective manner and are perceived as a key contributor to community safety
- Have a high level of customer satisfaction in our activities.

Operational Excellence

Working with our managers and staff to ensure the highest standards of operational response we:

- Have competent, confident and skilled staff
- Have the right skills, equipment and resources in the right places
- Have a learning culture looking to continually improve the way we deliver our services.

Value for Money

Working with our managers and staff to ensure we deliver high quality, value for money services, including:

- Actively seek collaborations
- Having effective and efficient working practices
- Continuously monitoring how we are performing, sharing what we do with others and taking best practice from others.

Risks and Opportunities

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

Sustainability of the on-call service

Our response model is effective and efficient (HMICFRS 2018). However, there are opportunities to address recognised issues within our on-call service to make it more attractive and more sustainable for the future. Of our 27 operational fire stations, 25 of them have an on-call crew as all or part of that station's make up. We are reliant on the on-call stations to provide a large proportion of our service. Through a combination of societal and demographic changes, as well as changes in lifestyles, the recruitment and retention of on-call staff, and therefore the availability of on-call crews, particularly during daytime hours, is a challenge locally as well as nationally.

We have already done a lot to improve our effectiveness and efficiency in this area by realigning our resources to risk. For example, the introduction of roaming pumps which use wholetime firefighters to cover on-call areas when the on-call fire engine is not available; identifying key on-call strategic stations which, if available, help us meet our response targets; and the targeted use of on-call firefighters to cover other stations to ensure fire engines are available. We believe there are more opportunities to use our on-call resources, ensuring the best service to the public, while further improving recruitment and retention.

Operational response

We will continually look to improve the service we are delivering to our communities. We will keep under review the risks that are posed to our communities and our capabilities to deal with them. We will investigate new technologies, best practices and operational equipment and continually look at opportunities to evolve our service to meet the needs of those we serve.

Aging population

Our changing county demographics and an increasingly ageing population is leading to more vulnerable and isolated older people within our communities. Our historic data shows that the older population is more at risk of death following a fire. This, together with the pressures on social care services, identifies this change as a key strategic risk to continuing to reduce fire related deaths.

Youth engagement

We recognise the high regard our staff are held in by the public. There are opportunities to use our staff as positive role models to work with young people. We would like to explore how our staff can work with education providers to help young people reach their full potential, building on the success of our Fire Break programme.

Workforce development

Our workforce planning profile predicts that the numbers of staff who are expected to retire in the coming years presents a risk to the Service in terms of loss of skills, experience and knowledge, particularly in the wholetime workforce. Robust

succession planning will be important, to ensure that we will have the skills needed for the future, particularly in terms of leadership, people and performance management. The changing profile of our operational incidents means that we will need to strengthen our training provision and find alternative ways for newer and future staff to develop their operational experience. However, the changes expected in our workforce also presents us with an opportunity to continue our work to reform working practices and employment conditions and offer a greater range of development opportunities. This will ensure that we can attract and retain a more diverse workforce that will better reflect the diversity of the communities we serve.

Employee engagement

There are opportunities to enhance staff engagement and further develop the culture of our organisation so that we may be an employer of choice, both for our existing workforce and for those we wish to attract to our employment in the future. We will continue to engage with and seek feedback from our communities through our community engagement and positive action programmes and we will continue to seek feedback from our staff through a number of routes, including our regular employee engagement surveys. We have acted on feedback given by staff in our 2015 and 2017 surveys and in October 2019 we carried out another comprehensive employee engagement survey. Once the feedback has been analysed, any actions will be integrated into the wider IRMP action plan.

Mobilisation technology

The Emergency Service Mobile Communications Programme (ESMCP), led by the Home Office, is due to roll out a new

communications system over the next few years to replace the Airwave system currently in operation that allows emergency service staff to talk over radios to each other and to their control centres during incidents. All emergency services will have to implement this and adopt the new technology.

As well as this, we need to refresh some of our own systems to take advantage of new developments in communication technology. We need to replace our existing mobilising infrastructure from the point of receiving a 999 emergency call, to alerting firefighters and officers and communicating with staff during incidents. This is one of our key systems and is vitally important for ensuring we have the right resources at incidents in the fastest time.

Collaboration

The Policing and Crime Act 2017 created a statutory duty on fire and rescue authorities, police forces and ambulance trusts to keep collaboration opportunities under review, notify other emergency services of proposed collaborations and embark on collaboration when there is potential for efficiency and effectiveness that does not have an adverse impact on public safety.

The Fire Authority has already demonstrated a strong desire to collaborate with the introduction of the ICT Shared Service with Bedfordshire Fire and Rescue Service, the Combined Fire Control with Suffolk Fire and Rescue Service and training delivery with Northamptonshire Fire and Rescue Service.

There are further opportunities to collaborate in order to drive efficiencies and to improve outcomes for the public through

closer working with other bluelight services. The core opportunities that have been identified relate to property sharing with the police to look at sites where there would be benefit to sharing facilities and also look to building new joint facilities if appropriate.

So what do we do now?

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

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

Our resources and how we use them

Response

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

As well as assuring we have the right number of fire engines to meet demand, we also have to have the right resources to deal with what might foreseeably happen. So to determine what resources we need and where, we analyse historic incident data and current and future risks. This is also set against our ability to meet our response standards (how long we take to get to an incident) of an average nine minutes in urban areas and 12 minutes in rural areas.

This analysis shows that we need to strive to have a minimum of 14 fire engines available across the county at any one time. This is based on us being able to respond to two incidents at the same time, both requiring six fire engines, with two fire engines being available elsewhere for resilience. We know this is not sustainable though in periods of high demand, which is why we will always aim to have as many fire engines available as we can.

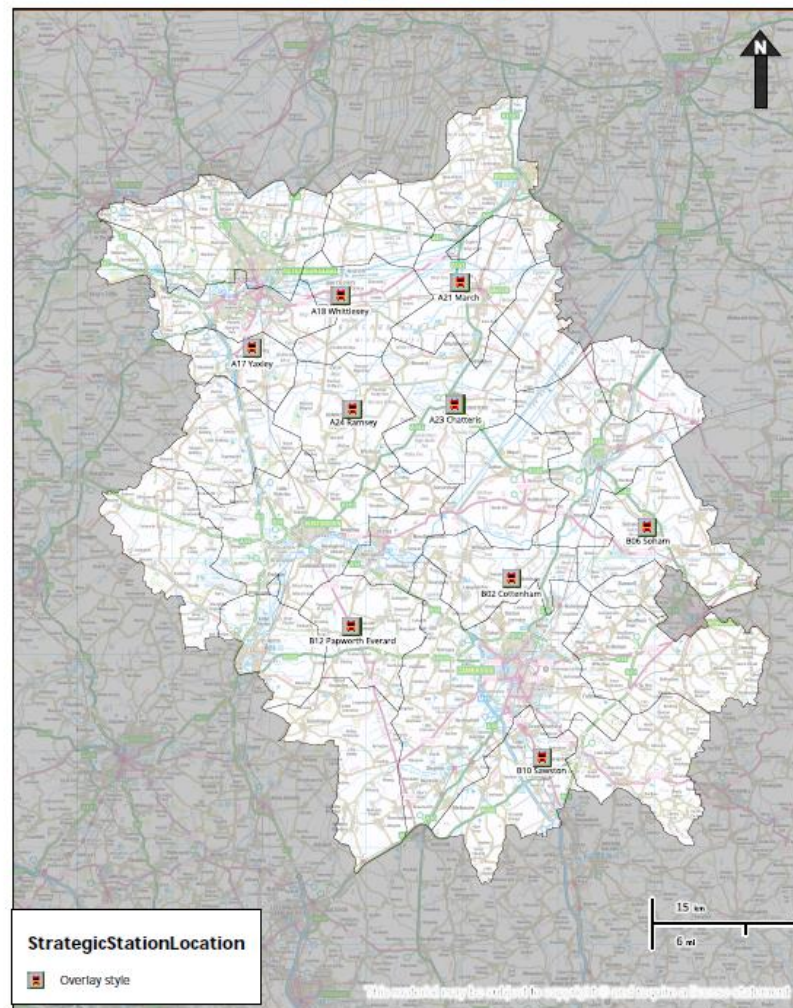
In terms of location, mapping five years of historic incident data (most serious incidents – primary fires, RTCs and special services) has shown us which of our on-call fire engines we need to have available around the clock to best meet our response standards (these are in addition to the four wholetime

and three day-crewed stations which are crewed by wholetime firefighters).

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

- Yaxley
- Whittlesey
- March
- Chatteris
- Ramsey
- Papworth/Cambourne
- Cottenham
- Soham
- Sawston

Strategic Stations



Protection

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

Prevention

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

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

https://www.cambsfire.gov.uk/media/2267/risk_resource_methodology.pdf

Our action plan

People

People are at the heart of everything we do, both our staff and those in our communities who we seek to protect and assist. Our commitment to the people in our communities and our action plan for our work in this area over the next four years is addressed in the community safety excellence section (see page 22). In addition, the operational training and development of our staff is also considered in the operational excellence section (see page 23).

Our success as an organisation depends on having appropriately skilled and motivated staff who feel valued as individuals, making them more likely to deliver an excellent service. Our People Programme, led by our chief fire officer, considers both internal and external drivers and influencers to set the strategic direction for our workforce development and engagement activities.

Through the review of risk and opportunity we have identified the following areas to further improve in this area:

- 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

- Developing and improving the ways in which we support the mental health and wellbeing of our staff
- 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
- 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
 - Exploring the introduction of a shadowing programme to help give greater insight into and understanding of more senior roles
 - Strengthening opportunities for staff to be responsible for their own learning, balanced with growing managers' accountability for facilitating development of their staff.
- Continuing to embed an understanding of the value of quality conversations to enhance personal performance and development
- Strengthening the ways in which we understand our succession planning needs and identify and match an individual's potential to those needs

- Continual review of our recruitment and promotion processes to ensure there are no unnecessary barriers to people joining or progressing their careers within the Service
- Developing our provision of apprenticeship schemes in 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 outside of the Service looking for a career.

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Community Safety Excellence

Our delivery of community safety excellence will focus on the needs of the community. We will ensure our resources are coordinated from a central perspective through three functional groups each overseen by a group commander. Activities will be undertaken and evaluated by staff at a local level.

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

- Further collaboration with health, social care and other partners to refine ways to identify and reach those most at risk of fire
- Develop our Fire Break programme to support the safety, health and personal development of identified young people
- Explore opportunities to offer early intervention and positively influence children and younger people
- Work with partners and local authorities to support businesses to comply with regulation, and ultimately create safer places to live, work and visit
- Continue to lobby and work with developers and local authorities to increase public safety through the fitting of sprinklers where relevant

- 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
- Develop and embed systems to effectively evaluate our activity to keep the community safe
- Bring together expertise from protection, prevention and community resilience to reduce risk to people, places and events.

Operational Excellence

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

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

- Continue to align operational resources to our risk and demand, understanding our response model options and the number of resources required to achieve them
- Continue to develop the use of our on-call crews to improve our operational service to the public
- Continue to explore and implement improvements to support the working experience for our on-call staff
- Review the structure and resourcing in our combined fire control to ensure the continual provision of a high quality, sustainable control function
- Continue our ongoing work to ensure our emergency vehicles and equipment meet our identified risks

- Continue to align service procedures with national operational guidance in order to improve firefighter safety and our ability to work with other fire services
- Continue to develop our central training facility to support the delivery of risk critical operational training
- Review current arrangement for operational training to ensure they meet the needs of operational staff
- Develop further our assurance across all operational areas to ensure a high level of performance and support the continued development of our staff.

Value for money

Since 2010, we have been delivering financial savings to meet the Government's Comprehensive Spending Review (CSR) financial cuts. We are anticipating further reductions to our government grant over the 2020-2024 IRMP period, although we are unlikely to have clarity on these until 2020. The Authority recognises that ensuring value for money is a major and continuing priority.

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

- Introduce the replacement national emergency service communication system
- Implement new emergency mobilising technology into our operational service as well as review current systems to deliver enhancements to these
- Collaboration with other blue light services, including a rationalisation and sharing of estates as well as looking for joined up working practices
- Deliver efficiencies, through the Service Transformation and Efficiency Programme (STEP), by automating and improving business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on activities that add greater value
- 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

- Review contractual arrangements and spending across all departments to enhance and improve our procurement processes
- Review how we use our resources across the organisation during periods of operational high demand
- Carry out scenario planning for potential future budgetary constraints and new financial burdens.

Our performance measures

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

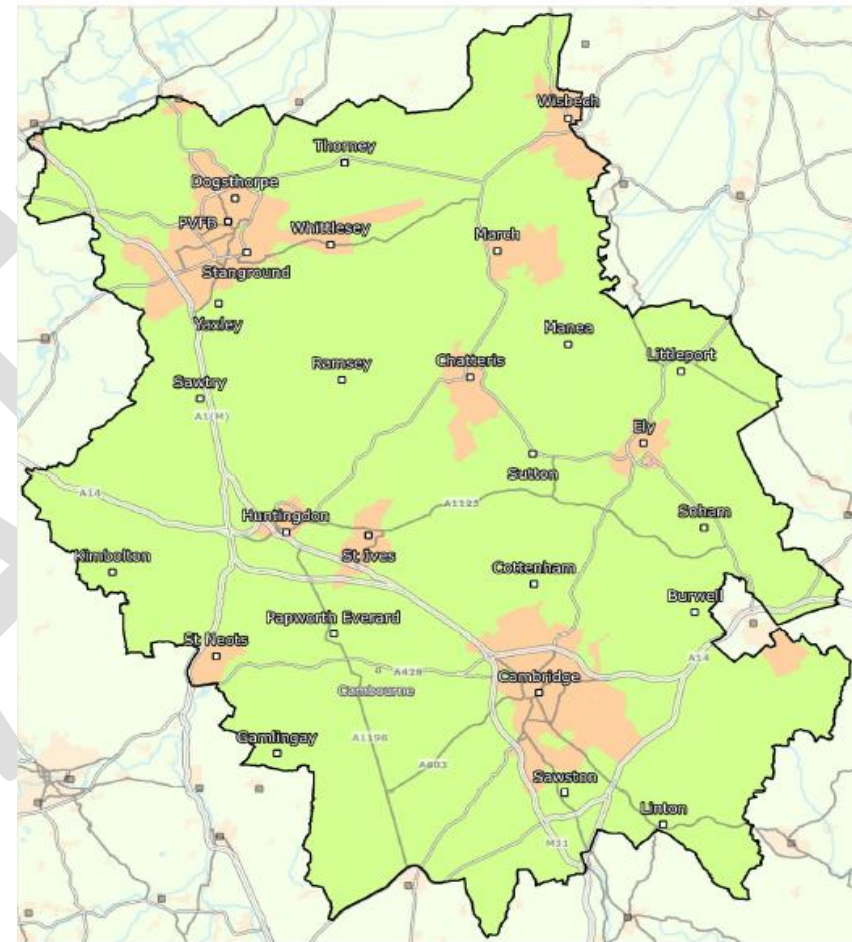
- We will respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas, for the first fire engine in attendance.
- We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance, 95% of the time.

Most serious incidents are defined as fires and rescues from water and road traffic collisions.

For this IRMP, we are also redefining how we classify urban and rural areas to align to the Office of National Statistics definitions based on population density.

The map highlights areas that we would now define as our urban and rural areas. Pink areas are urban and green areas are rural.

ONS Output Areas



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

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

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

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

- The number of non-domestic fires
- The number of business engagements identified through our risk based audit programme.

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
- Savings that we achieve through improving our business practices, both cashable and non-cashable.

Consultation

The purpose of consultation is to understand the effects of a proposal on different stakeholder groups.

There are a number of reasons to consult, including gathering views and preferences, understanding possible unintended consequences and getting views on implementation or perceptions.

We seek to engage in real discussion with those affected by our plans and proposals and with experts to help make informed decisions. Therefore how we consult on proposals will vary depending on the nature of what we are seeking to do. We accept that the traditional method of written consultation is not always the best way of getting those who are affected by a particular issue to provide their thoughts and opinions.

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

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

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

Previous consultations have included:

- Our response times and the performance measures we set for them
- Perceptions of firefighters being called to medical emergencies (co-responding)
- Firefighting as a career choice for under-represented groups
- Change in wholetime operational shift arrangements (internal consultation).

Appendix A - Glossary

Appliances	The general term used to describe all firefighting vehicles, including the standard fire engine or pumping appliance (<i>see pumping appliances</i>).
Automatic fire alarm (AFA)	An emergency call automatically generated by remote monitoring equipment in non-domestic premises.
Community safety	The range of activities undertaken by the fire service, often in conjunction with partner agencies, to reduce harm to the public.
Day-crewed	A fire station that is crewed by wholetime firefighters in daytime hours and reverts to on-call status at night.
Fire Safety Order (FSO)	The fire safety legislation which the Authority has a duty to enforce.
Safe and Well visit	Visits by firefighters or other trained staff, often including free smoke alarm fitting and other home safety and wellbeing advice. They can be arranged on request, by referral from other agencies or via door-to-door contact.
Primary fire	Fires in buildings, vehicles and outdoor structures, or any fire involving casualties, rescues, or fires attended by five or more appliances.
Pumping appliance	A fire appliance with the capacity to pump water for firefighting.
On-call duty system	Firefighters recruited to be available on-call close to their local fire station for a certain minimum number of hours per week, plus regular training. They carry an alerter to call them to the fire station when an incident happens in their area. They are paid a retainer plus a call-out fee for incidents attended. The on-call service is more widely used in rural areas. Many have other full time employment or a life style that enables them to commit a certain number of hours per week to be on-call.
Roaming pumps (or appliances)	Roaming pumps use wholetime firefighters to cover on-call areas when the on-call fire engine is not available.
Secondary fire	The majority of outdoor fires, including grassland and refuse fires, unless they involve casualties or rescues, property loss or four or less appliances attend.

Similar services

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

Wholetime

Full-time firefighters.

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Appendix B

Resilience

Local Resilience Forums

The Civil Contingencies Act (2004) requires all category one responders to undertake joint planning, training and exercising to ensure their emergency plans are current, comprehensive and that they will work when an emergency occurs. The Act also requires consultation between category one (blue light services) and category two (utilities and local authorities) responders.

The Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) has been established to ensure the duties under the Act are fulfilled. The Service is represented on the CPLRF at all levels, and chaired by the chief fire officer, ensuring not only that all duties are met but also the CPLRF continues to develop and improve.

The CPLRF has developed a Community Risk Register. Those risks identified as relevant to us and have the highest risk ratings are: influenza type pandemics, fluvial flooding, total loss of electricity transmission network, major contamination of the food chain, emerging infectious disease, space weather and disruption of fuel supplies. These are reviewed regularly. For the most up to date highest rating risks, please see our website [https://www.cambsfire.gov.uk/community-safety/be-prepared-for-an-emergency/cambridgeshire-and-peterborough-local-](https://www.cambsfire.gov.uk/community-safety/be-prepared-for-an-emergency/cambridgeshire-and-peterborough-local-resilience-forum-cplrf/top-risks-for-cambridgeshire-and-peterborough/)

[resilience-forum-cplrf/top-risks-for-cambridgeshire-and-peterborough/](https://www.cambsfire.gov.uk/community-safety/be-prepared-for-an-emergency/cambridgeshire-and-peterborough-local-resilience-forum-cplrf/top-risks-for-cambridgeshire-and-peterborough/).

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

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

National Resilience

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

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

The programme delivers:

- Mass decontamination
- Urban search and rescue

- High volume pumping capacity
- Operational logistics and support
- Long term capability management

We operate one specialist vehicle available to the National Resilience Programme and for use within our own county:

- A High Volume Pump

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

We also jointly manage a second vehicle, which is the Eastern region's Detection, Identification and Monitoring (DIM) vehicle. The DIM vehicle is available for deployment 24/7 for a major incident, involving chemical, biological, radiological and nuclear (CBRN) materials either within or outside the region. This vehicle is operated by Essex Fire and Rescue Service, but the specialist officers who run the equipment come from both Cambridgeshire and Essex fire services.

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

Appendix C

Knowing our Communities

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

Age

Historic incident data shows that those most at risk of dying as a result of fire are older people – particularly those with an additional vulnerability such as disability, mental ill-health or isolation. Of the 14 people who died in accidental house fires over the last five years, nine (64%) were aged over 65. This is an increasing risk as the population of Cambridgeshire and Peterborough is ageing. Census 2011 data shows the number of people aged 65 and over make up 15 per cent of the population, two per cent being 85 and over. The population aged 65 and over in Cambridgeshire is expected to increase by 64.4 per cent between 2012 and 2031, an additional 67,400 people. Our tactical prevention plans already include a focus on this most vulnerable group.

Children and young people are another group potentially at risk from the consequences of accidental fire (through lack of knowledge, maturity or judgement) and deliberate fire-setting (risk taking behaviours or anti-social behaviour). Initiatives to engage and educate them about the danger of fire-setting behaviours through partnership work are already key areas of our prevention work. Inexperienced and younger drivers are also more at risk of being involved in road traffic collisions and again education programmes to address this are in place with the Cambridgeshire and Peterborough Road Safety Partnership.

Disability and Ill-health

People with a long-term health problem or disability make up 16 per cent of the population in Cambridgeshire and Peterborough - slightly lower than the UK as a whole. However, the disability profile varies widely with age and older people are more likely to suffer from dementia as well as other progressive conditions. Mental ill-health can lead to increased risk of fire in the home and the risk of being injured or dying in a fire, particularly for people living in isolation with limited access to care and support or with specific disorders like hoarding behaviours. Our own data shows that of the 14 fatalities as a result of an accidental house fire, at least 50% of the victims had a disability (for 30% it was unknown).

Fenland District has a disproportionately high incidence of mental ill-health, as has the Gypsy, Roma, Travelling community – thought to be the highest minority ethnic group in East Anglia.

This risk is set to increase in the future given the nature of our ageing population. Our work with partners such as Adult Social Care helps identify those in most need of intervention and services like Safe and Well visits and free smoke alarm fitting are targeted at the over 65s. We support staff by offering Dementia Friends sessions to enable them to understand this condition better. Our Olive Branch programme is helping to highlight fire safety issues to carers who refer residents to us for Safe and Well visits. Our data sharing with partners is ensuring we target our prevention work at those with a greater risk from fire. This includes receiving information on residents who have been issued with a hospital bed and are therefore unlikely to be able to escape if a fire was to break out in their home.

Ethnic origins and nationality

Cambridgeshire and Peterborough both have a rich heritage of ethnic and cultural diversity. Understanding new communities as well as building and sustaining relationships with long standing communities is important in providing an effective prevention and response service. The greatest nationality and ethnic diversity is within the cities of Cambridge and Peterborough although rural areas have also seen an increase in Eastern European migrants as additional countries have joined the European Union. Peterborough has a higher proportion of population from the Eastern European accession countries than the national or regional average with 7.7 per cent of the population born in countries joining the European Union between 2001 –11.

Table 1 gives an overview of the ethnic diversity in each district or unitary authority including a breakdown of those who identify

as White (2011 census). Table 2 gives a further break down of Black and minority ethnic populations.

Table 1 Ethnic Diversity

by District

District	Cambridge	East Cambs	Fen	Hunt'shire	South Cambs	P'bo
popu.	(123,867)	(83,818)	(95,262)	(69,508)	(148,755)	(183,631)
% White British	66%	89.7%	90.4%	89.5%	87.3%	70.9%
% Irish	1.4%	0.6%	0.4%	0.7%	0.7%	0.7%
% White other	15.1%	5.9%	6.4%	4.6%	5.3%	10.9%
% Black & minority ethnic	17.6%	3.6%	2.9%	5.3%	6.8%	17.6%

Table 2 Breakdown of

BME Communities

District	Cambridge	East Cambs	Fen	Hunt'shire	South Cambs	P'bo
Mixed/multi ple ethnicity	3.2%	1.4	1.0	1.5	1.8	2.8%
Asian/Asian British	11.1%	1.3	0.8	2.5	3.7	11.7 %
Black/Black British	1.7%	0.5	0.5	1.0	0.8	2.3%
Other ethnic group	1.6%	0.3	0.2	0.3	0.2	0.6%

Focus groups held with BAEM communities in Peterborough and Cambridge in 2018 showed that their understanding of the role and services provided by CFRS is relatively low. This

knowledge is directing our positive action work to engage more effectively with these communities, not only as a potential employer but also as a provider of services like Safe and Well visits, youth intervention and advice and support to businesses.

Gypsies and Travellers remain a significant (although undisclosed) ethnic minority group across the Authority area and within the Eastern region. Across Cambridgeshire, Gypsies and Travellers are estimated to make up one per cent of the population with 58 per cent of these living in caravans and 42 per cent in settled housing.¹ However there is variation across the districts and Fenland has one of the largest Gypsy Traveller populations in the country. Recent research reports have highlighted that members of the Roma community in Peterborough are often housed in inadequate accommodation, adding to the vulnerability of some of this group.

Gypsy, Traveller and Roma children remain highly disadvantaged in terms of educational achievement and there is experience that this community lacks confidence and knowledge about how to access services such as health, social care and other public services. We will continue to raise awareness of the needs of this group with our staff and partners.

Gender

The gender ratio across the county has become more even (49.5 male: 50.5 female). Our own data from the last five years indicates that men are more likely to be injured from fire than

women (63% of casualties were men) although only slightly more likely than women from accidental fires in the home (55%). This varies with age group and circumstances, for example, for all fire injuries, the number of men aged 35-54 injured from fire was significantly higher in proportion (66 men compared to 28 women in the same age category).

In terms of fatalities from fires in the home, the split between men and women is fairly even with eight fatalities being men and six being women.

Men are still more likely to be injured or killed in road traffic collisions. We will continue to monitor the circumstances and characteristics of those injured in fires and other emergencies to identify and respond to altering trends.

Transgender

Research (insert a little 3) indicates that trans people still experience widespread discrimination and transphobia in everyday life and for some this may make them reluctant to access public services – particularly those delivered in the home. Local research (insert a small 4) supports this and recommends “comprehensive gender identity training for all public-facing staff in public services” along with trans policies for workplaces and more up to date and responsive equality monitoring.

Religion and Belief

In Cambridgeshire and Peterborough, Christianity is the most prevalent religious belief (58 per cent) which is consistent with

¹ Cambridgeshire CC - Travellers Joint Strategic Needs Assessment 2010

the national picture (59 per cent). Muslims form nine per cent of Peterborough's population – significantly higher than the national average (4.8 per cent) and that in Cambridge City (four per cent). Nationally the Muslim population is considerably younger than the population in general. National research² shows that Muslims are the most likely of all faith groups to live in deprived localities (46 per cent of Muslim population residing on the 10 per cent most deprived areas).

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

Sexual Orientation

Cambridgeshire has a number of support networks for Lesbian, Gay, Bisexual and Transgender (LGBT) communities and we have partnered with Encompass – an umbrella network - to raise awareness of the needs of these communities. A needs assessment for South Cambridgeshire and Cambridge City (2014)³ has provided the most recent research about this community. The research points to a high incidence of mental ill-health; high incidence of homophobic experiences, particularly in rural areas; perceptions of bi- and homophobia acting as a barrier to accessing services for older people and

the need for gender identity training for all public facing staff in public services.

² A Demographic, Socio-economic, and Health Profile of Muslims in Britain drawing on the 2011 Census.

³ Cambridge City and South Cambridgeshire LGBTQ Needs Assessment April 2014

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Deputy Chief Executive Officer - Matthew Warren

Telephone 07768 023436
matthew.warren@cambsfire.gov.uk

DATE: 7 November 2019

FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an update against the projects for 2019/20.

2. Recommendation

- 2.1 The Fire Authority is asked to note the Programme Status Report, as at September 2019, attached at **Appendix 1**.

3. Risk Assessment

- 3.1 **Political/Economic/Legal** – successful achievement of agreed corporate priorities is at risk if the Authority does not have a robust and structured programme and project management governance framework to support the effective prioritising of investment decisions and the allocation, management and control of resources required to achieve them.

4. Background

- 4.1 To support the Service in its strategic planning process, action plans for the financial year 2019/20 have been drafted to mitigate the risks posed to the Service achieving its vision and the opportunities that could be pursued to ensure the vision is realised.
- 4.2 The planning process for this considers the Services key stakeholders who have been identified as;
- citizens of Cambridgeshire and Peterborough,
 - firefighters and staff,
 - senior leadership team,
 - Fire Authority,
 - regional fire and rescue services,
 - partners,

- Home Office and other government stakeholders.
- 4.3 Each year the action plan for the forthcoming financial year is reviewed to take account of changing risks and opportunities posed to the Service and a number of external factors including the comprehensive spending review, National Framework, Integrated Risk Management Plan, Sustainable Communities Strategies, General Consultation and Legislation.
- 4.4 Having identified the desired outcomes, potential projects and activities required to achieve these are evaluated and prioritised, taking into account any projects from the current financial year that will need to continue into the next in order to be completed.
- 4.5 The evaluation criteria focus on the following areas;
- benefits realisation – outlining the key benefit areas and how they can be achieved,
 - technical complexity – focusing on the complexity of the technical solution,
 - financial implications – including the estimated time and costs for project implementation and post project operational support,
 - business impact – covering the impact on key stakeholders and the organisation,
 - risks – the extent of risk exposure facing the organisation,
 - opportunities – potential opportunities for business development.
- 4.6 This identifies the Type 3 and Type 2 projects that will be given priority in the Business Development Programme for the coming financial year. This will be kept under review and consideration will be given by the Programme Board to suspending existing projects and bringing forward the start of other projects, dependent on the prevailing business and strategic priorities. The primary focus of the Programme Board is to ensure resources across the Service are balanced appropriately.

5. Progress Report on Corporate Projects 2019/20

- 5.1 The current status of projects directly linked to delivery of corporate priorities is shown at Appendix 1.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Programme Status Report	Fire Service HQ Hinchingsbrooke Cottage Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk

Type 3 (High) Projects

Project	Issues	Successes	Project Performance	
P124 SharePoint & Microsoft 365 Migration Project Sponsor: Matthew Warren Project Manager: Stuart Grey Lead member: N/A Completion Date: Migration June 2020 July 2021 (Closure of DMS) Overall Status: Green	Document numbers in Document Management System (DMS) are very high and many thousands have not been accessed for many years. Owners to identify whether these are required or not.	Project brief approved by Programme Board. Report received from the supplier on way forward. Procurement route to be defined Information retention policy being drafted by Information Governance Manager. Spreadsheet listing DMS documents sent to personnel across the Service to indicate keep and delete. To be completed by 31 December 2019.	Board	Set up
			Team	Set up
			Budget	£100,000
			Risk	Additional licence costs if extended delay
			Controls	
			Timescales	Migration to be complete by June 2020
P108 Replacement ICCS & Mobilising Solution Project Sponsor: Matthew Warren PM: Nicky Hoad Lead Member: N/A		Still on track for signing contracts by end of October. Met with the supplier on 16 October 2019 to discuss outstanding contract issues and high level project plan. Secondary control WP – activities	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	

Business Development Programme Status Report

October 2019

Project	Issues	Successes	Project Performance	
Completion Date: Contract Award October 2019 Overall Status: Green		ongoing – Design specification being drafted-direct award for furniture. Data migration workgroup set up and work ongoing – Majority of data sets identified – clarification sought where necessary. Secondment from Combined Fire Control joining project team as 'control representative' from December 2019.	Timescales	TBC following contract award

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Project	Issues	Successes	Project Performance	
P073 Asset Management Software Project Sponsor: Matthew Warren PM: Stuart Grey Lead Member: N/A Stage 2 Fleet & Equipment Implementation: December 2017 ESR March 2018 Stage 3 & 4 ICT/Miquet software Data ESR December 2019 Stage 5 ICT/Health & Safety December 2019 Property December 2019 Overall Status: Amber	<p>As a result of the audit carried out by external auditors in January/February there is a requirement for process documentation for new operational assets and for the lifetime management of them. Awaiting resource. Relevant Head of Group aware and dealing.</p> <p>Operational System ownership being resolved by the Head of Group. Action still outstanding. Awaiting periodicity and last completed data for Property assets and checks.</p>	<p>ICT data input into the system and awaiting testing and validation by ICT team. Handover to ICT scheduled.</p> <p>Software upgrade successfully implemented and tested. This gives crews the ability to take Photos when reporting a defect and associating with the work order.</p> <p>Stores process being developed</p> <p>Deviation report submitted for extension to end of December.</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
P089 ESMCP (Emergency Services Mobile Communications Programme) October 2018 ESN PM: John Barlow Project Sponsor: Jon	<p>Full Business Case – Now not expected to receive approval until Q1 2020.</p> <p>National budget expenditure under scrutiny by Home Office, minor issues for CFRS. Main</p>	<p>None other than completed returns.</p>	Timescales	End December 2019
			Board	
			Team	
			Budget	
			Risk	Potential high costs if Services remain on Airwave

Business Development Programme Status Report

October 2019

Anderson CFRS migration to Emergency Services Network (ESN) commencing TBC Status: Red ESMCP cont.	focus is on inconsistent resource funding across the regions.		Controls	Absence of accurate details
			Timescales	Still unknown
P109 VDI Upgrade Shared Service Project PM: Sarah Newton Project Sponsor: Matthew Warren Completion: August 2019 Status: Green		This project is now complete for Cambridgeshire. End project report drafted. Presented to October Programme Board	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P088 On Call Board Stage 2 PM: Karl Bowden Project Sponsor: Jon Anderson Lead Member: Cllr Reynolds Completion Date: Stage 1 February 2016 Complete Stage 2: May 2016 Complete	Review of Project Brief undertaken as project was originally started in 2015 and scope is now changing. This project will be shut down-new Brief to be written to address additional/changed work identified.	Phased Response –Went live late September. Not used for real situation yet –Firefighter’s are logging on. Alternative Appliances Use of appliances being monitored for next 12 months. Head of Group meets up with representative bodies to keep them updated.	Board	
			Team	
			Budget	
			Risk	

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Business Development Programme Status Report

October 2019

Stage 3: Alternative Appliances January 2019 Complete Alternative Crewing On Call standby's March 2017 Complete Alternative Crewing W/T Secondary Contracts June 2018 Complete Phased Response October 2019 Complete Sutton Trial - Closed 13.5 Ladders – Feasibility Study June 2019 Complete Implementation TBD Crewing – Feasibility Study June 2019 Complete Implementation TBD Status: Green		Sutton Trial –Closed. Alternative appliance at Sutton. 13.5m Ladders and Crewing of less than 4 Feasibility Reports completed – but further work paused whilst discussions with unions ongoing.	Controls	
			Timescales	
P098 CPSN (Cambridgeshire Public Services Network) Project Sponsor: M Warren PM: John Fagg Lead Member: N/A Contract Award Completion date: (via VEAT Notice May 2017) Dec 2019 Overall Status: Green	Delays are still being experienced from the broadband supplier and the telephony provider in delivery of the new fibre links. Some progress is being made via the escalation process. Being managed through our primary supplier.	Work is continuing to upgrade all sites to fibre connectivity and to migrate away from the CPSN core. Despite the delays this is still on track to complete by December. The new Internet access provision should be available by the end of November. Aim to close project down in December 2019.	Board	
			Team	
			Budget	
			Risk	
			Controls	
P102 Unified Comms	The Board decision on a	CFRS got to where we want to be.	Timescales	
			Board	

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Business Development Programme Status Report

October 2019

(Shared Service Project) Project Sponsor: M Warren PM: Sarah Newton Completion Date: November 2019 Project Status : Green	replacement plan for station and desk telephones is still pending.	Skype for business is functioning and video conferencing facilities available throughout the building. Bedfordshire still behind on the rollout and to work out requirements for a telephony system. CFRS will allow Bedfordshire to lead on this and then make a decision over what we do with regards to telephony. Project to be paused – End Stage Report drafted.	Budget	
			Team	
			Risk	
			Controls	
			Timescales	End Stage Report submitted as project reached a natural stage end for CFRS.
P111 Day Crewed Shift System Project Project Sponsor: Jon Anderson PM: Stuart Smith Completion date: Negotiations/Sign collective agreement Implementation – Start of Trial July 2019 to end of December 2021 Status: Green	No Issues		Board	
			Team	.
			Budget	
			Risk	
			Controls	
			Timescales	
P112 Monkswood Project Sponsor: Matthew Warren/Chris Strickland (once planning granted) Project Manager: Stuart	Awaiting outcome of Judicial Review	None this period	Board	Not yet formed
			Team	Not yet formed
			Budget	Awaiting Planning decision

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Business Development Programme Status Report

October 2019

Grey Completion date: First phase Contract signed May 2018 Status: Amber - In planning			Risk	Full risk review undertaken
			Controls	Board and Team not formed
			Timescales	Awaiting Planning decision
P115 SHQ Building Changes Project Sponsor: Matthew Warren PM: Stuart Grey Completion date: TBD Status: Amber - In Planning	Awaiting outcome of Judicial review. Need to understand feasibility and costings.	None this period	Board	
			Team	
			Budget	TBC
			Risk	
			Controls	
			Timescales	Result of Judicial review may impact.
P118 Fireground Radios (to include BA radios) Project Sponsor: Ryan Stacey Project Manager: Ed Miller Completion Date: Stage 1	A new Framework has just been released. Procurement now working to gather indicative costs. Potential for joint procurement	Complete testing of current analogue radio equipment has provided a solid foundation of what we should expect from our current equipment versus what has previously been reported via	Board	In place
			Team	In place
			Budget	TBD
			Risk	

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<p>& 2 October 2019 Status: Green</p>	<p>with Suffolk FRS, contact being made.</p>	<p>RM14 process.</p>	<p>Controls</p>	
<p>Fireground Radios cont...</p>		<p>Loaned digital equipment from Hertfordshire FRS to compare and manage expectations of digital vs analogue before making recommendations. Digital testing now completed.</p> <p>Information gathered from neighbouring brigades on current equipment used.</p> <p>Maintaining contact with London Fire Brigade procurement team in relation to potential collaboration purchase.</p> <p>Complete mitigation cannot be guaranteed, although previous high risk of running out of spares has been significantly reduced by identifying a local reseller that can provide GP340 radios.</p> <p>Recommendations ready to present to the Board, along with Stage 3 plans.</p>	<p>Timescales</p>	

Type 2 Projects

Project	Issues	Successes	Project Performance	
P100 Training Recording & Competency System (TRaCS) Project Sponsor: Simon Newton	Control have requested amendments to their build; Project sponsor will liaise to confirm this is following full engagement and is as a result	End Stage Report approved by Project Board; wider project team has been re-engaged. Creation of a User Forum and engagement with watches in	Board	
			Team	
			Budget	
			Risk	

Business Development Programme Status Report

October 2019

<p>PM: John Sherrington Lead Member: N/A Completion date: Options Appraisal/Business Case 01/04/2017 Complete Stage 2: Completion January 2019 Stage 3: Specialist roles Completion April 2019</p> <p>Stage 3 Phase 2 CFC and Professional Support Staff Completion October 2019</p> <p>Overall Status: Amber</p>	<p>of the live trial.</p> <p>Governance arrangements required to ensure change requests are made via appropriate channels.</p>	<p>progress.</p> <p>Following feedback from users, the way data is displayed on the reporting pages for individuals and managers has been overhauled and revamped.</p> <p>Business Intelligence and Performance are also working on a strategic report on core competencies for Chief Officers Group.</p> <p>Two options for improving bulk sign off are being investigated by the project team.</p>	<p>Timescales</p>	<p>Aligned to project target dates for delivery (October 2019). End Stage Report to be submitted to October Programme Board.</p>
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Project	Issues	Successes	Project Performance	
P093 Co-Responding Project Sponsor: Jon Anderson Project Manager: Karl Bowden (part of P088) Lead Member: N/A Co-Responding Trial End Overall Status: Amber		Full evaluation and will feedback through Programme Board. Work has been undertaken to scope out appetite of operational personnel to continue with co-responding and is looking at On-Call Standbys at A24.	Board	
			Team	
			Budget	
			Risk	
			Control	
			Timescales	
P096 Use of Recording Devices & Governance Project Sponsor: Chris Parker PM : Jodie Houseago Lead Member: N/A Completion date: Phased Approach Phase 1 Policy /Guidelines March 2017 Complete Phase 2 Red Fleet July 2018 Complete		Written report for Proof of Concept Trial presented at Board, alongside montage of footage, on 17 October 2019. End Project Report approved at Project Board on 17 October 2019. Will go to October Programme Board for sign off.	Board	
			Team	
			Budget	
			Risks	

Business Development Programme Status Report

October 2019

Dash Cams September 2018 Complete Phase 3 Body cams/Helmet cameras TBD Trial extended – Report expected Q3 2019 Overall Status: Green			Controls	
			Timescales	
P075 Review of Rescue Capability + Replacement IRU. Reinitiated February 2018 PM: Jamie Johnson Project Sponsor: Jon Anderson Completion Date: December 2019 Overall Status: Green Replacement IRU on the run July 2018 - Complete	Budget – deviation report presented to last Programme Board and agreed additional funding.	Rope Rescue – Consolidation training planned for 2020, also the new staff moving to A27 penned in for training. Boats – The rescue vehicle's will be going away within the next two weeks for the fitting of hydraulics lifts ready for the new boats and engines. The training courses are planned for January 2020. Paratech – Awaiting a decision if money is available for the purchase of this equipment.	Board	
			Team	
			Budget	Deviation for additional budget approved.
			Risk	
			Control	
			Timescales	Deviation report to be submitted to December Board.

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Project	Issues	Successes	Project Performance	
P114 Intranet Refresh Project Sponsor: Hayley Douglas PM: Claire Morris Completion date : December 2019 Status: Green	<p>Awaiting completion of work on the new Intranet site before training can commence.</p> <p>Deviation Report to extend schedule will be drafted as timescales likely to slip – to be presented to December Programme Board.</p>	<p>Working intranet has now been received from the supplier and will be presented at the next Board meeting.</p> <p>Testing survey of current intranet created and sent to champions to test how long it would take them to find a number of different documents. Same survey will be sent out when new intranet is implemented to find the same documents to see whether the new intranet is easier to navigate.</p> <p>Next step is to implement a training schedule to allow all champions to learn the new system. A training guide has been created. After discussions decided it needed to be broken down further in simple step by step format.</p> <p>Health & Safety have agreed to trial the training & migration of content</p>	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	Timescales very tight – Deviation to be drafted.

Business Development Programme Status Report

October 2019

Project	Issues	Successes	Project Performance	
P116 Aerial Replacement Project Sponsor: Chris Parker PM: Matt Murdoch Completion date: February 2021 Overall Status: Green		Vehicle's in build, all on track Project Manager and the supplier reviewed specification slight amendments made and approved. Chassis due beginning November. Appliances due in service June/July 2020 and significant training will be required. Plans for training being drafted.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P119 Hydrant Software Review Project Project Sponsor: Ryan Stacey Project Manager: Nicola Smith Completion Date: Phase 1 October 2019 (Review Stage) Overall Status : Green		Outcome of the options appraisal was to go out to tender. This option has been approved by the Board and work has started on the specification document. Aim to go out to tender – January 2020.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	
P120 SHQ Barrier Project Sponsor : Tamsin Mirfin Project Manager: Maurice Moore Completion Date: March 2020 Overall Status: Green		Planning application approved. The supplier reviewing revised work requirements. Estimate received for additional car parking spaces at SHQ. Awaiting updated pricing from the suppliers.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

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Project	Issues	Successes	Project Performance	
P121 Fire Behaviour Training (FBT) Decommissioning Project Sponsor: Chris Parker Project Manager: Kevin Turner Completion Date: TBD Overall Status: In Planning		Project Manager has met with Marshalls initially. More information required so the Project Manager undertaking further research. Procurement team will then meet with Marshalls.	Board	
			Team	
			Budget	
			Risk	
			Controls	
			Timescales	

Glossary

Application virtualisation (APPV)
Cambridgeshire County Council CCC
Cambridgeshire Fire & Rescue Service (CFRS)
Cambridgeshire Public Services Network (CPSN)
Chief Officers Advisory Group (COAG)
Chief Fire Officers Association (CFOA)
Close Circuit TV (CCTV)
Combined Fire Control (CFC)
Community Fire Risk Management Information System (CFRMIS)
Community Fire Safety (CFS)
Comprehensive Spending Review (CSR)
Content Management System (CMS)
Digital Network Service Provider (DSNP)
East of England Ambulance Service Trust (EEAST)
Emergency Services Mobile Communications Programme (ESMCP)
End Stage Report (ESR)
ESMCP Transition Manager (ETM)
Emergency Services Network (ESN)
Fire Protection (FP)
Fire & Rescue Service (FRS)
Fire Service Headquarters (SHQ)
General Data Protection Regulation (GDPR)
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
Heads of Groups (HofG)
Integrated Risk Management Plan (IRMP)
Local Government Shared Service (LGSS)
Memorandum of Understanding (MOU)
Mobile Data Terminals (MDT)
National Fire Chiefs Council (NFCC)
Official Journal of European Union (OJEU)

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Project Manager (PM)
Risk Assessment Method Statement (RAMS)
Road Traffic Collisions (RTC)
Sequel server (SQL)
Skype for Business (SfB)
Station End Equipment (SEE)
Subject Access Request (SAR)
To be determined/confirmed (TBD/TBC)
Training Recording & Competency System (TRaCS)
Voluntary Ex-Ante Transparency Notice (VEAT)
Virtual Desktop Infrastructure Project (VDI)
Whole-time (W/T)
Virgin Media Business (VMB)

TO: Cambridgeshire and Peterborough Fire Authority
FROM: The Monitoring Officer
DATE: 7 November 2019

APPOINTMENT OF INDEPENDENT PERSONS

1. Purpose

- 1.1 To report to the Fire Authority on the result of the recruitment of two Independent Persons.

2. Recommendations

- 2.1 The Fire Authority is asked to
 - a) Extend the current appointment of Gillian Holmes as Independent Person to 7 November 2022; and
 - b) Appoint Grant Osbourn as an Independent Person to 7 November 2022.

3. Risk Assessment

- 3.1 Legal – The Fire Authority is required by the Localism Act 2011 to appoint at least one Independent Person.

4. Background

- 4.1 The Fire Authority first appointed two independent persons in October 2012. The Fire Authority has again joined in with the recruitment exercise undertaken by the County Council to save time and resources.

5. Recruitment Exercise

- 5.1 The posts were advertised in the local press and on the County Council's and the Fire Authority's websites. A report detailing the appointment process, which was presented to the County Council's full Council meeting in October 2019, is attached at **Appendix A**.
- 5.2 The actual appointment of the Independent Persons must be made by the Fire Authority itself. It is proposed that the Fire Authority would continue pay a small allowance of £250 per year for each Independent Person, and would reimburse necessary travel expenses.

6. Induction and Training

- 6.1 If appointed, the Monitoring Officer shall provide the successful candidates with the Fire Authority's Code of Conduct and arrangements for dealing with allegations of breach of the Code and she will discuss with them what training they require. They will also be invited to a future meeting of the Overview and Scrutiny Committee.

BIBLIOGRAPHY

Source Documents	Location
The Localism Act 2011	www.legislation.gov.uk/ukpga/2011/20/contents/enacted

SELECTION AND APPOINTMENT OF INDEPENDENT PERSON(S)

To: **Council**

Meeting Date: **15 October 2019**

From: **Director of Governance and Legal Services and
Monitoring Officer**

Purpose: **To consider a recommendation from the Constitution and
Ethics Committee to appoint Independent Person(s) to the
Council.**

Recommendation: **Council is asked to:**

- c) Extend the current appointment of Gillian Holmes
as Independent Person to 15 October 2022; and**
- d) Appoint Grant Osbourn as an Independent Person
to 15 October 2022.**

<i>Officer contact:</i>		<i>Member contact:</i>	
Name:	Michelle Rowe	Name:	Councillor Lis Every
Post:	Democratic Services Manager	Chairman:	Constitution and Ethics Committee
Email:	michelle.rowe@cambridgeshire.gov.uk	Email:	lis.every@cambridgeshire.gov.uk
Tel:	01223 699180	Tel:	01223 706398 (office)

1. BACKGROUND

- 1.1 The Constitution and Ethics Committee considered a report on the arrangements for the appointment of an Independent Person(s) at its meeting on 4 April 2019. Following a recommendation from the Committee, Full Council approved on 14 May 2019 an amendment to the Committee's Terms of Reference in the Constitution as set out below:

Authority to select and recommend to Council persons for appointment as an Independent Person.

- 1.2 On the recommendation of the Committee, Full Council also agreed to:

Set the level of remuneration at £500 for each Independent Person so that it could be included in information supplied to applicants for the post of Independent Person.

- 1.3 At this meeting, the Committee agreed to authorise the Monitoring Officer, in consultation with the Chairman/woman of the Constitution and Ethics Committee, to take all necessary steps towards the selection of suitable candidates to be recommended to Full Council for appointment as an Independent Person. Council was informed that the Committee would recommend names for appointment to be presented to Council in October.
- 1.4 In line with when the position was last advertised in 2012, the Cambridgeshire and Peterborough Fire Authority asked to be included as part of the process to avoid it having to advertise separately.
- 1.5 At its last meeting, the Committee considered a report outlining the interview process for the selection and appointment of an Independent Person. It agreed the interview process including the following as set out in the report:

- The advert and advertising process;
- The establishment of a four member interview panel;
- The application pack; and
- The timetable

2. ADVERTISING FOR AN INDEPENDENT PERSON

- 2.1 The advert set out below was placed on the front of the Council and Cambridgeshire Fire and Rescue Service's websites:

APPOINTMENT OF INDEPENDENT PERSON

Cambridgeshire County Council and Cambridgeshire and Peterborough Fire Authority are looking to appoint an Independent Person to help the Monitoring Officer of both organisations in assessing complaints of alleged misconduct by members of the Council and Fire Authority.

The Council and the Fire Authority have a code of conduct setting out the standards of behaviour expected of its members. If a complaint is made, the

Independent Person is consulted for an independent and impartial view before a decision is made on what to do.

We are looking for someone with the experience and knowledge that the public would recognise and respect as bringing an impartial and informed perspective.

To ensure your voice is independent there are restrictions on who can apply; you must not have been a member or an officer of the Council and or Fire Authority within the last five years, or be a relative or a close friend of such a member or officer. The appointment will come into effect on 15 October 2019 for the Council and 7 November 2019 for the Fire Authority for an initial period of two years, with the possibility that the period may be extended. Appropriate training will be given. The Council and the Fire Authority currently pay a small allowance of £500 and £250 per year respectively and will reimburse necessary travel expenses.

If you are interested in being an Independent Person please contact Michelle Rowe, Democratic Services Manager for an information pack and application form.

Telephone: 01223 699180 Email: michelle.rowe@cambridgeshire.gov.uk

Completed application forms must be received by **Friday 31 July 2019**. Interviews for short-listed candidates will take place on Monday 2 September 2019. Short-listed applicants will be advised of the time of interview in due course.

- 2.2 As part of the advertising process, the Communications and Marketing Advisor posted messages on social media including reminder messages throughout the month.
- 2.3 Unfortunately, the Council did not receive any applications for the position. On the advice of the Monitoring Officer, the Democratic Services Manager contacted Cambridge City Council, and East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire District Councils to see whether their Independent Person(s) would be interested in the role. The Council received one expression of interest from the Independent Person for South Cambridgeshire District Council.
- 2.4 The Panel nominated by the Committee was sent the application pack for the Independent Person for South Cambridgeshire District Council for consideration. All members of the Panel confirmed that they were happy to recommend his appointment to the Committee without the need for an interview.

3. CURRENT ISSUES

- 3.1 Arrangements are needed for Full Council to appoint one or more independent persons beyond 15 October 2019.
- 3.2 Responsibility for appointing the independent person(s) rests with Council and cannot be delegated.

- 3.3 The Constitution and Ethics Committee, at its meeting on 1 October 2019, agreed to recommend to Council that the appointment of Gillian Holmes as Independent Person be extended to 15 October 2022, and the appointment of Grant Osbourn, as an Independent Pension to 15 October 2022.

Source Documents	Location
<p>Constitution and Ethics Committee – 4 April, 27 June 2019 and 1 October 2019</p> <p>Council – 14 May 2019</p> <p>Chapter 7 of the Localism Act 2011</p> <p>Local Government Ethical Standards – A Review by the Committee on Standards in Public Life</p>	<p>https://cambridgeshire.cmis.uk.com/ccc_live/Committees/tabid/62/ctl/ViewCMIS_Committee_Details/mid/381/id/10/Default.aspx</p> <p>County Council meeting 14/05/2019</p> <p>http://www.legislation.gov.uk/ukpga/2011/20/part/1/chapter/7</p> <p>https://www.gov.uk/government/organisations/the-committee-on-standards-in-public-life</p>

TO: Cambridgeshire and Peterborough Fire Authority

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER: Democratic Services Officer – Dawn Cave

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

DATE: 7 November 2019

DATES OF FIRE AUTHORITY MEETINGS 2020-21

1. PURPOSE

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

2. RECOMMENDATIONS

- 2.1 The Authority is asked to agree the schedule of meetings for 2020/21.

3. RISK ASSESSMENT

- 3.1 **Political** – It is important to agree the schedule of meetings for 2020/21 in advance to ensure the effective operation of the Fire Authority's democratic process.

4. SCHEDULE OF MEETINGS

- 4.1 A schedule of meetings for 2020/21 is attached at **Appendix A**. The schedule has been prepared taking into account future key meetings proposed for Cambridgeshire County Council and, where available, Peterborough City Council. School holidays, including half term dates, have also been avoided where possible.
- 4.2 The schedule includes the 2019/20 dates, including additional and date changes made during the year.

CALENDAR OF MEETINGS 2019/20

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Overview & Scrutiny	2.00pm	25/07/19		03/10/19			09/01/20			02/04/20		
Policy & Resources	10.30am	18/07/19		17/10/19		19/12/19	30/01/20			23/04/20		18/06/20
FIRE AUTHORITY Seminar	2.00pm (10:00am)	30/07/19			07/11/19			05/02/20				25/06/20
Performance Review	10.30am	05/07/19		01/10/19		05/12/19			03/03/20			23/06/20
Appeals			05/09/19		19/11/19		17/01/20		12/03/20			25/06/20
Joint Consultative Committee	10.00am	09/07/19	05/09/19		28/11/19		07/01/20		26/03/20			02/06/20

CALENDAR OR MEETINGS 2020/21

MEETING	Time	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Overview & Scrutiny	2.00pm	16/07/20		01/10/20			07/01/21			15/04/21		
Policy & Resources	2.00pm	23/07/20		22/10/20		17/12/20	28/01/21			08/04/21		24/06/21
FIRE AUTHORITY Seminar	2.00pm (10:00am)			29/10/20				11/02/21				17/06/21
Performance Review	Various			16/10/20			07/01/21		25/03/21			10/06/21
Appeals			10/09/20		10/11/20		21/01/21		25/03/21			03/06/21
Joint Consultative Committee	10.00am		20/09/20		26/11/20		07/01/21			01/04/21		29/06/21

APPOINTMENTS TO COMMITTEES, OUTSIDE ORGANISATIONS AND OTHER BODIES
POLICY & RESOURCES COMMITTEE (9 members)

KEVIN REYNOLDS	C
DAVID OVER	C
SIMON BYWATER	C
TERRY ROGERS	C
MANDY SMITH	C
MIKE SHELLENS	LD
BARBARA ASHWOOD	LD
MOHAMMED JAMIL	L
DEREK GILES	IND

OVERVIEW AND SCRUTINY COMMITTEE

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

IAN GARDENER	C
MAC MCGUIRE	C
LYNDA HARFORD	C
JANET GOODWIN	C
JOHN GOWING	C
SEBASTIAN KINDERSLEY	LD
ANDREW BOND	LD
JOCELYNNE SCUTT	L

APPOINTMENTS COMMITTEE (7 members)

KEVIN REYNOLDS	C
TERRY ROGERS	C
MAC MCGUIRE	C
DAVID OVER	C
MIKE SHELLENS	LD
SEBASTIAN KINDERSLEY	LD
MOHAMMED JAMIL	L

PERFORMANCE REVIEW COMMITTEE (3 Members + 2 Substitutes)

DAVID OVER	C	
KEVIN REYNOLDS	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
MIKE SHELLS	LD	Substitute

APPEALS (PENSIONS) COMMITTEE (3 Members + 2 Substitutes)

DAVID OVER	C	
JOHN GOWING	C	
MIKE SHELLS	LD	
TERRY ROGERS	C	Substitute
BARBARA ASHWOOD	LD	Substitute

FIRE AUTHORITY DISCIPLINE COMMITTEE (3 Members + 2 Substitutes)

LYNDA HARFORD	C	
SIMON BYWATER	C	
SEBASTIAN KINDERSLEY	LD	
MAC MCGUIRE	C	Substitute
ANDREW BOND	LD	Substitute

FIRE AUTHORITY APPEALS COMMITTEE (3 Members + 2 Substitutes)

KEVIN REYNOLDS	C	
IAN GARDENER	C	
BARBARA ASHWOOD	LD	
MANDY SMITH	C	Substitute
MIKE SHELLS	LD	Substitute

JOINT CONSULTATIVE COMMITTEE (7 Members + 6 Employee Representatives)**[Not subject to proportionality]**

Fire Authority Members (7)	
SEBASTIAN KINDERSLEY	LD
BARBARA ASHWOOD	LD
KEVIN REYNOLDS	C
JANET GOODWIN	C
SIMON BYWATER	C
MAC MCGUIRE	C
JOCELYNNE SCUTT	L

LOCAL STRATEGIC PARTNERSHIPS**[Not subject to proportionality]**

Greater Peterborough Partnership	Vice-Chairman	
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COMBINED AUTHORITY

Combined Authority	Vice-Chairman	C
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MEMBER CHAMPIONS/LEAD MEMBERS**[Not subject to proportionality]**

Equality and Inclusion	MANDY SMITH
Health and Safety	SIMON BYWATER

LOCAL GOVERNMENT ASSOCIATION

KEVIN REYNOLDS		C
DAVID OVER		C
BARBARA ASHWOOD		LD

LOCAL GOVERNMENT ASSOCIATION FIRE SERVICES FORUM

KEVIN REYNOLDS		C
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CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE: MINUTES

Date: 18 July 2019

Time: 10.30 am – 11:53 am

Place: Fire and Rescue Services HQ, Hinchingsbrooke Cottage, Brampton Road, Huntingdon.

Present: Councillors: S Bywater, M Jamil, T Rogers, M Shellens and M Smith.

Officers: Chris Strickland – Chief Fire Officer, Matthew Warren – Deputy Chief Executive, Jon Anderson – Assistant Chief Fire Officer, Deb Thompson – Scrutiny and Assurance Manager, Lisa Clampin – Engagement Lead BDO (Item 7) Matthew Weller – Assistant Manager BDO (Item 7) and Tamar Oviatt-Ham – Democratic Services Officer.

104. APOLOGIES FOR ABSENCE

Apologies for absence received from Councillors D Giles, D Over (Vice-Chairman) and K Reynolds (Chairman).

The Committee agreed that Councillor Mandy Smith would chair the meeting in the absence of the Chairman and Vice Chairman of the Committee.

105. DECLARATIONS OF INTEREST

No declarations of interest were received.

106. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 25 APRIL 2019

The minutes of the meeting held on 25 April 2019 were confirmed as a correct record and were signed by the Chairman.

107. ACTION LOG

The Committee noted that there had been an update to action 101. Officers explained that the Fire Brigade Union had been successful in their challenge and that Government were now reviewing the pension changes in light of the appeal. It was still unclear what the liability would be. Officers would update Committee when further information was received.

Members noted that there was an update on item 75 in the papers for the meeting and that a new date for the next meeting would be sought as per item 103. Members noted the remaining actions.

108. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 28 MAY 2019

The minutes for the Overview and Scrutiny Committee meeting held 28 May 2019 were noted.

109. FINAL REVENUE AND CAPITAL BUDGET POSITION 2018-19 AND TREASURY MANAGEMENT STATEMENT

The Committee received a report that outlined the final 2018/19 revenue and capital budget outturn position and gave an update on the treasury management position.

Attention was drawn to the final budget position on page 21, paragraph 6 of the report which showed an underspend of £31,000 which was proposed to be transferred to reserves.

Members noted:

- That the budget had been underspent due to overachieving on the precept income, orders raised but not yet paid, grant income carried forward and allocated budget for projects not yet spent including the ESMCP project and Microsoft licencing.
- That the carry forwards required were detailed in the table at 6.2 on page 21 of the report.
- That the Equal Pay review had not currently been factored in to the budget.

Arising from the report:

- Members queried the movement of reserves in point 7.2 on page 22 of the report and what they had been earmarked for. Officers explained that there was a property development reserve set aside to finance the costs of future refurbishment and development of the Authority's estate. This fund would be utilised to provide a new training facility. In addition, a project to upgrade aspects of service headquarters were being developed which would also be funded from reserves. There was also a whole-time reserve that had not been required in the last financial year but would be required for recruitment in 2019-20.
- Members discussed the allocation of capital spend in relation to vehicles. Officers explained that the adjustment was in respect of carry forwards for service cars, vans and fire appliances ordered in 2017-18 but not received. The purchase of a new aerial appliance had been delayed so the funding for this also needed to be carried forward.

- A Member queried the 'Revenue Contribution' line in the Capital Programme and what this was used for. Officers clarified that this was set aside to fund capital and was common practice.
- A Member question what the 'Fire Allowances' line in the budget on page 25 of the papers covered. Officers explained that this was an additional allowance for flexible duty cover.
- Members noted that the Capital Programme had increased by £1.5 million and that it was currently better economically to find this from reserves. Officers explained that there was a desire to decrease the reserves further in future years.
- Members discussed the Annual Treasury Management Review and requested that a further review of risks in relation to the Portfolio to be brought forward to the Committee meeting in December and that Link Services be invited to the meeting. **ACTION MW**

It was resolved unanimously to:

- i. Note the revenue and capital budget outturn position;
- ii. Approve the requested budget holder carry forwards;
- iii. Note the year-end balance sheet position as at 31 March 2019 as per the draft statement of accounts;
- iv. Note the annual Treasury Management.

110. AUDIT COMPLETION REPORT

The Committee considered the draft Audit Completion Report for the year ending 31 March 2019.

Members noted:

- That materiality levels had not required reassessment since the last audit report issued on 27 February 2019.
- A material adjustment would be made to take into account the impact of the McCloud judgement. The impact on the firefighter's pension fund liability would increase by £13.2 million. This had no impact on the deficit on the provision of services.
- Unadjusted audit differences would decrease the deficit on the provision of services by £43,000.
- There had been no material movement in the valuation of land and buildings since the previous valuation date and year end. The estimate currently stood at £32.816 million.
- The results of the Ernst and Young Audit report on Pensions Liability was still awaited.

- Deficiencies were being reviewed in relation to the Big Red Button Software to ensure that financial statements were reconciled and balanced accurately.
- The merger with the Police and Crime Commissioner had been flagged in the report and it was noted that the outcome of the judicial review was awaited.
- Three Audit differences had been identified that had been expected by management including:
 - an adjustment of £44,000 to reclassify disposal costs that had been incorrectly capitalised in-year,
 - an adjustment of £17,000 to reduce the value of the NNDR precept accrued with Huntingdon District Council. This misstatement had arisen due to incorrect information being provided by Huntingdon District Council
 - an adjustment of £33,000 to increase the Fire Authority's share of the collection fund bad debt provision with Fenland District Council.

The total impact of the adjustments would increase the deficit on the provision of services by £94,000 and decrease net assets by £94,000.

- Other deficiencies identified included the use of generic ids when creating journals.
- The Audit Completion Report would be signed off by the Deputy Chief Executive on 31 July in conjunction with the Chairman of the Fire Authority and that it was not envisaged there would be any issues to raise with the Committee prior to sign off. An email would be sent to the Committee with the updated document with any changes highlighted.

ACTION MW

In discuss the report;

- Members commented that the draft document had only been received the day before the meeting so there had not been time to review the document. Officers explained that there was only a short space of time in which to audit the budgets following close down and this often meant that arrangements had to be made for delegated authority to sign off the report. There were a number of actions that could not take place until after the Committee had met. It was not uncommon for the draft document to be submitted to Committee close to the meeting date. Members requested that the Committee date was brought forward closer to the deadline for the next financial year in order that they could see a more complete report. **ACTION MW**
- Members questioned what had been done to ensure the adjustments identified in relation to the District Councils did not happen in future years. Officers commented that the error in relation to the Huntingdon precept had occurred because they had not taken parishes into account as part of

their calculation. Officers had been assured that there has been some significant changes in personnel and that this would not happen again.

It was resolved unanimously to:

agree the draft Audit Completion Report for the year ending 31 March 2019 and delegate responsibility for sign off on 31 July 2019 to the Deputy Chief Executive and the Chairman of the Fire Authority.

111. EQUAL PAY AUDIT – RECOMMENDATIONS AND NEXT STEPS

The Committee considered a report that outlined recommendations made in a recently conducted equal pay audit and work being done to progress the recommendations.

Members noted that:

- Work was required to review the management band grade structure for professional support staff as the scales were very broad. The external consultant proposed a new set of payscales and system of evaluation. Staff had been briefed on the proposed changes and it was clear that this would not equate to pay cuts. The Fire Authority had been taking advice from the County Council who had carried out a similar review four years ago. The changes would be fed into budgeting for the next financial year.

Arising from the report:

- A Member queried whether there was a qualifications bonus. Officers explained that there was for certain roles and there were a number of apprentices that this currently related to.

Officers clarified that they would bring the final proposals back to Committee in October. **ACTION MW**

It was resolved unanimously to:

note the contents of the report for information and in particular to note the timescales for when further information would be provided and for when decisions were anticipated to be requested.

112. FIRE AUTHORITY PROGRAMME MANAGEMENT – MONITORING REPORT

The Committee received a report that provided an update to the Fire Authority Programme of projects for 2018-19.

Members noted that:

- Three tenders had been received for the replacement ICCS and were being evaluated. System testing would take place in August and the contract would be awarded in September.
- The Asset Management project had now moved into business as usual so would be removed from the programme.
- The status of the ESMCP had not changed.
- The VDI upgrade had been successful and everyone had been migrated on to the new system.
- The 'On Call' project was in a consultation period and was very early days
- A collective agreement had been made and signed off on the Day Crewed Shift System project and the system was up and running for a trial period of two years.

It was resolved unanimously to note the Programme Status Report as at June 2019.

113. POLICY AND RESOURCES COMMITTEE WORK PROGRAMME

No additions were made to the work programme. The work programme was noted.

Chairman

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
OVERVIEW AND SCRUTINY COMMITTEE – MINUTES**

Date: Thursday 3rd October 2019

Time: 14:00 – 15:00

Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon

Present: Councillors Gardener (Vice-Chairman), Harford and McGuire (Chairman).

Officers: Jon Anderson – Assistant Chief Fire Officer, Daniel Harris – RSM, Shahin Ismail – Monitoring Officer, Tamsin Mirfin – Service Transformation Manager, Daniel Snowdon - Democratic Services Officer, Deb Thompson – Scrutiny and Assurance Manager and Matthew Weller - BDO

69. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillors Gowing, Goodwin, Kindersley and Scutt.

There were no declarations of interest.

70. MINUTES – 28TH MAY 2019

The minutes of the meeting held on the 28th May 2019 were approved as a correct record and signed by the Chairman.

**71. REVIEW OF PERFORMANCE AGAINST INTEGRATED RISK
MANAGEMENT PLAN PERFORMANCE TARGETS**

The Committee received a report setting out performance against the Integrated Risk Management Plan (IRMP) targets.

During discussion of the report Members:

- Sought further information regarding fires in prisons and questioned whether it was a nationwide issue and what fire prevention work was undertaken. Officers undertook to provide national information regarding deliberate fires in prisons. Members noted the work of the Icarus programme that sought to address fire starting behaviours with prisoners. The Committee noted that fires tended to occur in spates and fires at Peterborough Prison had decreased. **ACTION [ACFO ANDERSON]**

- Requested that the data relating to killed or seriously injured in road traffic collisions be plotted on a map in order to identify where they were occurring. **ACTION [ACFO ANDERSON]**
- Questioned how the Fire Authority compared with its neighbours regarding the diversity of its workforce. Officers explained that the Authority family group was 2.5% and Cambridgeshire was 3.1%. However this was lower than the national average which was affected by large urban forces.
- Noted that 50% of applicants for vacancies in Combined Fire Control were female which indicated male balance in the role was returning.
- Requested the total number of female operational managers. **ACTION [ACFO ANDERSON]**
- Drew attention to challenging response times and questioned whether the age of appliances had affected them as this had been a factor in Northamptonshire. Officers explained that the age of the appliance fleet was not a factor having only been recently replaced. The greatest factor affecting response times was where people were unable to identify the location of the fire due to rurality. Rural responses were slower however work had been undertaken regarding strategic stations and route modelling which had reduced response times.
- Drew attention to new housing estates where parked cars could impede the progress of an appliance to an emergency and questioned whether concerns could be addressed with planners. Officers explained that the fire service was a statutory consultee on planning applications. Issues tended to occur once houses became occupied and people parked where they should not. It was an issue on older housing estates also and the fire service had leaflets to place on cars that were causing an obstruction.

It was resolved unanimously to:

note the contents of the performance report.

72. EXTERNAL AUDIT LETTER UPDATE

Members received the external audit letter.

During discussion of the report Members:

- Noted the material misstatement contained on page 3 of the report related to an age discrimination case against the Government, the ruling for which was expected in 2020.
- Sought greater clarity regarding the Big Red Button software tool and the significance of the issues identified. The presenting Officer explained that

the tool provided a template set of accounts and included every possible disclosure and therefore required a significant amount of tailoring. Work was planned with the Chartered Institute of Public Finance and Accountancy (CIPFA) who produced the tool in order to refine the tool further.

It was resolved to note the report.

73. INTERNAL AUDIT STRATEGY 2019-20

The Committee considered the Internal Audit Strategy 2019-20 that provided an overview of the current risk profile. Section 2 of the report was highlighted which provided information on individual reviews and would flow through to the Annual Governance Statement.

During discussion Members:

- Drew attention to Appendix B of the report where it was difficult to distinguish between the colours used for Partial Assurance and Reasonable Assurance.
- Highlighted the Partial Assurance rating that was awarded to cyber security and sought further information regarding the actions taken to address the issues raised. The presenting Officer explained that since the audit in 2017/18 there had been seven actions fully implemented, two were in process and the remaining two had not yet been implemented.
- Noted the arrangements for the review process for outsourced internal auditors and further noted that the Institute of External Auditors had been commissioned to review RSM.

It was resolved to note the Internal Audit Strategy.

74. INTERNAL AUDIT PROGRESS REPORT

The Committee received the Internal Audit Progress Report. Members noted the remaining work for the year that had been scheduled. The presenting Officer advised that he would alert Members if anything arose that would affect the year end opinion. It was anticipated that an unqualified opinion would be provided.

Members noted the progress of the annual report through the Committees of the Fire Authority. The Committee also noted that a risk report was presented to the Policy and Resources Committee that provided details of the mitigations and controls put in place.

It was resolved to note the Internal Audit Progress Report.

75. MEMBER LED REVIEW – CAMBRIDGESHIRE FIRE AND RESCUE SERVICE SAFE AND WELL VISITS

The Committee received the Member-led review of Cambridgeshire Fire and Rescue Service Safe and Well visits. The review had been deferred from the previous meeting of the Committee due to an ongoing review of community safety and its structure(s). The purpose of the Member-led review was to ascertain the extent of work currently undertaken by the Service and to maximise its potential to work collaboratively with other agencies.

The Committee noted that 5,250 visits had been carried out in the last 12 months and 7% of those were referred to other agencies for a more detailed assessment.

The presenting Officer drew attention to page 7 of the report that contained observation of service delivery in the St Neots area. In particular, the challenges of currency in respect of data provided by a partner agency (this had resulted in a visit being undertaken to a household where the resident had passed away). Although it presented a risk of distress and embarrassment to staff it was deemed that it was outside of the control of the Service.

Attention was drawn to the report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the conclusions of the report contained at paragraph 10.

Members noted the conclusions of the Member-led review and the benefits of the Safe and Well visits that were being delivered against a background of ongoing internal review and resource pressures.

During discussion Members:

- Welcomed and praised the work of the Safe and Well visits and emphasised their importance in relation to the overall aging population.
- Requested that a comment be obtained from the Executive Director - People and Communities regarding Safe and Well visits to be included in the annual report to the full Fire Authority. **ACTION [DEB THOMPSON]**

It was resolved to consider the findings of the Review Group and note the contents of the report.

76. MEMBER LED REVIEW – APPROACH TO RECRUITMENT

Members were provided an update regarding the Member-led review of the approach to recruitment. The item had been deferred from the previous meeting of the Committee due to the ongoing wholetime recruitment campaign. Members were informed that in excess of 700 applications had

been received for 15 positions. The online application process had been stream-lined in order to reduce the number of steps in the application process. Work was also being undertaken to understand at what point potential candidates dropped out of the recruitment process and the reasons why. The Committee noted the range of activities that had been undertaken with regard to the approach to recruitment and the need to evaluate their impact.

It was resolved to note the update provided.

77. TERMS OF REFERENCE – MEMBER-LED REVIEW OF BEST PRACTICE CONSULTATION WITH REPRESENTATIVE BODIES

Members received the terms of reference for a Member-led review of best practice consultation with representative bodies. The review required the participation of two Councillors and therefore the Chairman proposed with the agreement of the Committee that a request for the second Member be circulated outside of the Committee.

It was resolved to appoint Councillor McGuire to the Member-led review.

78. TERMS OF REFERENCE – MEMBER-LED REVIEW OF HEALTH AND WELLBEING

Members received the terms of reference for a Member-led review of health and wellbeing. The review required the participation of two Councillors and therefore the Chairman proposed with the agreement of the Committee that a request for the second Member be circulated outside of the Committee.

It was resolved to appoint Councillor Harford to the Member-led review.

79. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Members considered the Overview and Scrutiny Committee work programme.

It was resolved to note the work programme.

CHAIRMAN

