



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**

Working together to improve community safety

Annual Report and
Statement of Assurance for
Cambridgeshire and
Peterborough
Fire Authority
2018-2019

Welcome to the Statement of Assurance and Annual Report for Cambridgeshire and Peterborough Fire Authority.

The report covers the financial year 2018/19 and summarises our performance over the 12 months, including how we spent your money in delivering priority services. It features highlights of the year, case studies and information about how we are working in collaboration with partners to improve our service to you.

It incorporates the Fire Authority's Statement of Assurance. Under the Fire and Rescue National Framework for England, fire and rescue authorities must provide annual assurance on financial, governance and operational matters.

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1. The year at a glance

Here are some highlights from the year 2018/19.

April

Crews visited local Asda supermarkets for a day of action to provide fire safety advice to shoppers. The national fire safety day, organised by the National Fire Chief's Council (NFCC), saw firefighters from Cambridge, Peterborough and Wisbech offering advice to customers to help prevent them having a fire in the home.

May

St Neots Fire Station welcomed more than 500 school children for the annual Safety Zone. The week-long event saw youngsters taking part in various activities to learn about keeping safe. Partners from Cambridgeshire Constabulary, Cambridgeshire County Council and Wood Green Animal Shelter were on hand to deliver advice to the children.

More than £200 raised by staff was presented to a local LGBT charity. The money came from specially commissioned badges showing the Service badge combined with the rainbow flag.

Staff and former colleagues got together to celebrate the 50th anniversary of St Neots Fire Station. Visitors brought in photos from over the years and reminisced about the times they spent serving the local community.

June

A community project in Huntingdonshire saw firefighters help with transforming the lives of a group of vulnerable young people. Working with the district's community safety partnership, firefighters delivered sessions at fire stations to help build the group's self-esteem and raise aspirations through practical exercises.

We welcomed the Home Office inspectorate (HMICFRS) into the Service as part of our inspection process. The inspection team met with senior managers, staff and unions to gain their views and perspectives.

July

Temperatures soared and there was no sign of any rain during the summer months, resulting in unprecedented volumes of calls to fires in the open. In June and July more than 550 incidents were attended by crews across the county, involving fires in vast areas of farm land, grass verges, park land and open areas.

August

We supported the first ever Ely Pride, celebrating diversity and everyone's right to be themselves. The vibrant event was attended by local on-call firefighters, support staff and our Combined Fire Control.

September

We led a social media campaign on behalf of our Local Resilience Forum partners to educate residents about being prepared for an emergency. The national #30days30waysUK campaign saw a different theme highlighted every day in September promoting a different emergency and how the public can prepare themselves. Everything from flooding and severe weather to loss of power and highway problems were all highlighted during the campaign.

Residents were encouraged to come and have a go at being a firefighter at two events at Dogsthorpe and Huntingdon fire stations. The events encouraged women and people from a variety of backgrounds to take part in firefighter activities to try and

myth bust some of the preconceived opinions of being a firefighter and show that it is a career for all.

We hosted four celebration and information evenings at headquarters for our on-call firefighters. The event celebrated all that our on-call colleagues do, as well as showcasing new equipment, and plans for the future.

We held a two-day, multi-agency exercise working through a pretend major incident to test strategic and tactical command and partnership working. Exercise Green Cloud involved a chemical tanker colliding with a bridge on the A14 and provided a valuable testing scenario for local resilience partners. Staff from all emergency services, local authorities, health agencies, utilities and the Environment Agency all took part.

Cambridge Fire Station opened its doors for members of the public to come and visit and to find out what life is like in a fire station and the varied role of a firefighter. Our volunteer community champions were also on hand to deliver community safety advice.

October

Three new fire engines were introduced to on-call fire stations as part of a trial. The smaller alternative appliances, along with new battery powered cutting equipment, were part of a wider look at different ways of responding to emergency calls. The fire engines were stationed at St Neots, March and Ely.

Firefighters and community safety officers took part in the fifth annual Restart a Heart day, joining organisations across the UK to train as many people as possible in life-saving cardiopulmonary resuscitation (CPR).

More than 30 operational staff, including wholetime and on-call firefighters and officers took part in two days of scenario training at the Fire Service College. They faced helicopter, train and vehicle crashes, tanker spills and building fires all with actors playing casualties for added realism. More dates are planned for 2019/20.

November

We welcomed 21 new recruits to the Service. They completed an intensive 11-week training course in Cardiff, delivered by South Wales Fire and Rescue Service, before joining fire stations around the county.

Having taken inspiration from the John Lewis Christmas advert, we released our own Christmas video showing how children can be inspired to become firefighters. Taking social media by storm, the video was viewed almost 400,000 times across Facebook, Twitter, Instagram and YouTube and attracted hundreds of positive comments.

December

As a result of our Christmas video, a very generous donation of £2,000 was received from Terberg DTS for us to deliver toys to local children in need. Sacks of presents were delivered to Refuge Fenland and Huntingdon, Women's Aid Cambridge, Ely food bank and Cambridgeshire and Peterborough Independent Domestic Violence Advisory Service.

The outcome of our government-commissioned inspection by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) was announced and we were judged to be one of the top two fire services in the country in the first tranche of inspections, getting Good across the board. More information about the findings of the inspection can be found on page xx

Station Commander Farsh Raoufi was recognised for services to the community by Her Majesty, The Queen, receiving an MBE in the New Year's Honours list. Farsh was recognised for dedication to his work, both in his role and as a volunteer, particularly in relation to equality and inclusion.

The Service introduced RESPECT Champions into the organisation. These are volunteer staff provide informal, independent and confidential support to anyone who

may have concerns about their relationships at work, and signpost colleagues towards more formal avenues of support and advice as required.

Throughout December our crews were out and about around the county raising money for The Fire Fighters Charity. Through their fire engine pulls, bingo nights, sleigh rides and more, they raised over £6,000 for the charity. In addition, Linton Fire Station was awarded the regional Christmas fundraising prize for the most amount raised in December for the charity. They raised a whopping £3,214 and were awarded a hamper from the charity in recognition of their efforts.

The Media and Communication team were awarded 'Best Comms Team' at Peterborough's annual Athene Communication Awards. They were also top three in the National Comms2Point0 UnAwards for Best Low Cost Comms for their 2018 wholetime recruitment campaign.

January

The Service hosted its annual Excellence Awards at the Marriott Hotel in Huntingdon. Staff from across the organisation were celebrated for their great work and long service achievements. The event was hosted by Chief Fire Officer Chris Strickland, with medals for long service presented by Deputy Lieutenant of Cambridgeshire John Bridge.

A new training records platform was launched to help operational staff keep on top of their range of competences. TRaCS provides online learning material and interactive content to ensure crews are able to keep their training records updated.

We supported the NFCC's national on-call recruitment campaign aimed at recruiting more on-call firefighters. The campaign raised awareness of the role and resulted in 47 enquiries in January and February, an increase of 46% compared to the two months prior. Of these enquiries, four people started the application process.

February

Having identified an increase in the numbers of high structures around the county, the Service invested in new equipment and training for carrying out rescues from height. Crews at Huntingdon have become rope rescue specialists, receiving specific training to be able to perform rescues in a safer and more effective way.

The Service adopted the use of a new location application to help respond to incidents more effectively. What3words is a unique concept that sees the globe divided into three metre squares that have been given three words to use as an address. The app allows our control staff to pin point exactly where someone is, which is useful particularly for incidents around water or fires in large fields or outdoor areas.

March

We entered into a partnership with national retailer B&M as part of the Primary Authority scheme (PAS). The partnership means that CFRS will support B&M on all fire safety matters across their store portfolio and warehouses in the UK.

The High Sheriff of Cambridgeshire presented us with a grant at the Pride of Cambridgeshire awards to support us with our work to inspire and help young people. The funding will help us deliver Firebreak sessions to young people in the county, to help students to build their confidence and also those struggling with performance or behaviour at school.

2. Foreword

Welcome to our annual report and statement of assurance for 2018/19.

We hope you enjoy reading about our performance and achievements from the last financial year. We always enjoy putting the annual report together as it reminds us of what we have accomplished over the last 12 months and it enables us to showcase the work of our talented and committed staff, whose professionalism and passion for what they do, no matter what role they play in the organisation, makes us the Service we are, which is one we are extremely proud of.

The report also showcases the wide variety of things our staff deliver, day in day out, to serve the residents of Cambridgeshire. It often takes many people by surprise that our role as an emergency service encompasses includes so much more than putting out fires and that vast amounts of good work goes on behind the scenes to continuously improve our service to you.

We have always believed that we are a good fire and rescue service and one that is efficient, effective and that puts people at the heart of what we do. We were therefore delighted in December when our government-commissioned inspection report was published and we achieved Good across the board, not just in the three main areas of efficiency, effectiveness and how we look after our people, but in each of the sub-groups within them too – one of only two fire and rescue services in the first tranche of inspections to achieve this.

The outcome was testament to the hard work of our staff from all across the Service - our firefighters, control staff and those working in professional support roles – and it reflected their commitment and passion to drive improvement and ensure we deliver the best service we can. We are very proud of our staff and our assessment outcome. You can read more about the inspection on page xx.

We were also very proud of the way our staff responded to the demands of the long hot summer last year. We had a 10 year high in the number of calls our combined control staff took as a result of the increase in outdoor fires. Many of these were large fires requiring many resources and much coordination. The summer tested our resilience and although we rose to the challenge, we have taken some learning on board and are using this to prepare for another potential warm, dry spell this summer. You can read more about our response to this on page xx

We have welcomed new staff into the Service across the organisation in wholetime, on-call, control and professional support services. New staff bring different experiences, a fresh outlook and new skills, which we look to embrace. We are increasing the diversity of our workforce year on year which will only help to further improve our service, particularly in the areas of community safety and fire protection. To enhance this further we have put additional resources into our positive action work as a result of feedback we received from community focus groups about how black and minority ethnic (BME) communities in particular view the fire service as a career choice. It is evident that we are not visible enough in some communities and we have been making great effort to address this and will continue to do so.

This year we've seen improvements to our work with young people through our Firebreak course and with the county's road safety partnership; we've seen enhancements to our operational delivery, introducing new alternative fire engines for

some of our on-call stations and enhancing our working at height capability by upskilling Huntingdon crews to be rope rescue specialists. We've saved money by working collaboratively and letting new contracts, and we've seen improvements behind the scenes – better ways of sharing performance information and introducing new ways to keep staff informed of what is going on across the organisation.

We continue to provide updates on everything we do as a Service on our social media channels, and welcome any feedback you can provide us. We are always interested in hearing the views of the people we serve. You can stay connected on Facebook, Twitter, Instagram and YouTube, as well as visiting our website www.cambsfire.gov.uk.

Thank you to everyone that has supported us over the last year, whether that was attending an event or open day, passing on details of a vulnerable resident for us to visit, sharing our safety messages, sending us feedback, visiting our stations or working with us in whatever capacity, we are extremely grateful and we really value that support.

Kevin Reynolds
Chairman of
Cambridgeshire and Peterborough
Fire Authority

Chris Strickland
Chief Fire Officer

Box:

Stay safe, stay connected. Follow us on F T YT

3. Statement of assurance

Context

The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to publish a statement of assurance. It says the statement should:

“...outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National framework, the Integrated Risk management Plan and to any strategic plan...prepared by the Authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters.”

One of the principal aims of the statement of assurance is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

Purpose

The purpose of this statement of assurance is for Cambridgeshire and Peterborough Fire Authority to formally confirm the adequacy of arrangements for the effective management of financial, governance and operational matters in Cambridgeshire Fire and Rescue Service. The statement has been prepared and published in accordance with the guidance published by the Home Office.

Statement of Assurance

Cambridgeshire and Peterborough Fire Authority is satisfied that its business during the financial year 2018/19 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively. The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met.

Evidence to support this judgement can be found within this report, specifically:
Integrated Risk Management Plan – page xx
Financial Matters – pages xxxxx - Financial Performance and Governance
Governance Matters – pages xxxxxx – Financial Performance and Governance

Signed:

INSERT SIGNATURE AND PIC

Councillor Kevin Reynolds
Chairman of Cambridgeshire and Peterborough Fire Authority

4. Governance arrangements

Cambridgeshire and Peterborough Fire Authority

The Fire Authority is the governing body responsible for delivering a fire and rescue service to Cambridgeshire and Peterborough.

The main responsibilities of the Authority are set out in the Fire and Rescue Services Act 2004. The Authority makes decisions about how the local fire and rescue service operates and how it reviews performance and policies. It also sets the budget each year and agrees the strategic direction set out in the Integrated Risk Management Plan (IRMP) and the corporate priorities within the IRMP action plan.

In some counties, delivery of the fire and rescue service is the responsibility of the county council, however in counties such as Cambridgeshire, where unitary authorities exist, a separate Authority is set up to run the Service and this is made up of councillors from both the county and unitary council.

As well as the Fire Authority there are a number of committees made up of smaller groups of Authority members, which look at certain aspects of the Service.

The political make-up of the Fire Authority reflects the number of members from the political parties on each of the appointing county and unitary authorities.

Transfer of Governance to the Police and Crime Commissioner

In March 2018, following a business case submitted by the police and crime commissioner (PCC) for Cambridgeshire, the Home Office announced that the governance of the fire service would transfer to the PCC in June 2018.

The date was delayed as the Fire Authority sought a judicial review against the decision.

The Judicial Review was held between June 5-6, 2019 and we are currently awaiting the outcome. The Fire Authority has continued business as usual throughout this time.

[Put near photos↴]

The Fire Authority records its appreciation for the contribution of Councillor John Peach who served on the Fire Authority as Vice Chairman until May 2018.

More information about the Fire Authority, including details of Authority and committee meetings, together with the dates, agendas and minutes for these meetings, can be found on our website.

Current members of Cambridgeshire and Peterborough Fire Authority

Kevin Reynolds Chairman	David Over Vice Chairman		
Barbara Ashwood	Andrew Bond	Simon Bywater	Ian Gardener
Derek Giles	Janet Goodwin	John Gowing	Lynda Harford
Mohammed Jamil	Sebastian Kindersley	Mac McGuire	Terence Rogers
Jocelynn Scutt	Mike Shellens	Mandy Smith	

Our structure

(Design same as last year's report, change Rick Hylton to Jon Anderson Assistant Chief Fire Officer (temp)* and check responsibilities at design stage)

Our structure

Our chief officer team



Chris Strickland
Chief Fire Officer

Chief Executive of
Cambridgeshire Fire and
Rescue Service

Responsible for ensuring the Service fully discharges its statutory duties in regard to the needs of individuals and communities in Cambridgeshire and Peterborough.

Specific line management for:

- Transparency, Engagement and Communication
- Democratic and Legal Services



Rick Hylton Assistant Chief Fire Officer

Responsible for:

- Resilience
- Service delivery and the command and control of our 28 operational fire stations
- Community Safety (Fire Prevention and Protection)
- Equality and Inclusion
- Human Resources, Learning and Development and Recruitment
- Resource Management and Occupational Health



Matthew Warren Deputy Chief Executive

Treasurer to the Fire Authority

- Operational Support
- Finance and Payroll
- ICT
- Programme Management and Planning
- Business Intelligence
- Property and Estates
- Procurement and Business Support
- Health and Safety
- Fleet
- Service Transformation and Efficiency Programme (STEP)

*Note: Assistant Chief Fire Officer Rick Hylton is currently on secondment to Essex County Fire and Rescue Service.

Our legal responsibilities

Our responsibilities as an emergency service are set out in the Fire and Rescue Services Act 2004 and also the Civil Contingencies Act 2004. As a public service provider we also have responsibilities under the Equality Act 2010.

Fire and Rescue Services Act 2004

The Act replaced the Fire Services Act 1948 with a new legislative framework to ensure fire and rescue services were better able to meet the particular challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding and terrorist attacks
- Do other things to respond to the particular needs of their communities and the risks they face.

Civil Contingencies Act 2004

Under Part One of the Act, emergency services and local authorities (defined as Category One responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management.

We are involved in ongoing partnerships to plan multi-agency responses to major incidents. This work involves carrying out risk assessments for all eventualities and producing emergency plans that are tested and continually updated.

More information about our emergency planning can be found on our website.

We have a Business Continuity and Information Security Forum (BCIS) to provide direction and to oversee all aspects of business continuity management within the organisation to ensure that the Service continues to deliver its core services to communities and partners at all times and is resilient in adverse conditions.

Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control within a premises must take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire. The Order applies to virtually all buildings, places and structures other than individual private dwellings, for example a family home or individual flats in a block.

Fire and Rescue Services (Emergencies) (England) Order 2007

The Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities. The duty requires authorities, where provision of resources has been made by central government, to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

Localism Act 2011

The aim of the Act was to devolve more decision making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing. The key measures of the Act were grouped under four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective
- Reform to ensure decisions about housing are taken locally.

The Department of Communities and Local Government published a plain English guide to the Localism Act:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/189653_4.pdf

Fire and Rescue National Framework for England

The Fire and Rescue Service National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. It was updated in May 2018.

The priorities within the framework are for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Full details of the Fire and Rescue National Framework can be found on the Department for Communities and Local Government website:

<https://www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england>

Equality Act 2010

Under the Public Sector Equality Duty, the Service must have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people of different protected characteristic groups.

Our progression in this area during 2018/19 will be published in our equalities compliance report due out in December 2019.

More information on how we meet this duty can be found in our 2018-20 strategy and past compliance reports on the website.

5. The communities we serve

Our community

The population of Cambridgeshire and Peterborough is approximately 805,000. Across the county as a whole the Census 2011 data shows that the population increased by 13.8 per cent between 2001 and 2011. However this growth varies considerably across the district council areas.

The social demography of Cambridgeshire varies considerably too, with the cities of Peterborough and Cambridge being particularly multi-cultural and multi-racial with more than 16 per cent of the population from a non-white ethnic group (Census 2011 data).

In comparison, the other four districts have a non-white population of between 2.9 per cent and 6.8 per cent. The number of migrant workers in both Cambridgeshire and Peterborough has grown very quickly since 2004, with the Polish community now being one of the largest European groups in the county.

The population of Cambridgeshire is ageing with the number of people aged 65 and over accounting for 15 per cent of the population (2 per cent being 85 and over). People most at risk from a fatal fire in the home are vulnerable people aged 65 and over.

Further information on our communities can be found in our Equality and Inclusion Strategy 2018 - 2020 on our website.

Our built environment

Cambridgeshire has a diverse and resilient economy. Situated in the heart of the East of England, Cambridge is less than one hour from London, just 20 minutes from London Stansted airport, which has excellent links to most major European cities and Cambridge also hosts its own private airport.

Cambridgeshire has good access to the national motorway network with the A1, A14 and M11 roads which provide superb connections to the Midlands, the North, London and the east coast ports of Felixstowe, Lowestoft, Ipswich, Great Yarmouth and Harwich.

In order to accommodate the expected increase in population, a number of new sustainable developments are under construction with the aim of creating 75,000 new homes by 2021, including the country's first eco-town Northstowe, being built just 5 kilometres from the city of Cambridge.

Peterborough grew and developed rapidly in the seventies and eighties, following its designation as a 'new town' in 1968. Three new residential townships were developed with a full range of social and economic facilities and the fourth, Hampton, will continue this growth with over 5,000 homes and supporting infrastructure

Our heritage

Cambridgeshire is a county of contrasts in the East of England. The county's towns and cities are steeped in history and have evolved over centuries. Cambridge is a university city of old streets, ancient colleges and bridges spanning the River Cam. Ely has a magnificent Norman cathedral and Huntingdon was the birthplace of Oliver Cromwell. Wisbech in the Fens has fine examples of Georgian street architecture whilst the Fens themselves are renowned for their impressive agricultural landscapes. The city of Peterborough is a mixture of the ancient and modern. The renowned 11th century cathedral dominates the city centre landscape, with new townships sited around the existing urban centre.

Our natural environment

Cambridgeshire has a diverse natural environment, from gently undulating hills in the south of the county to the man-made landscape of the Fens in the northeast.

Covering an area of some 3,200 square kilometres, extending almost to the Wash in the north, Cambridgeshire is the most westerly county of East Anglia. It is a largely low lying area and the landscape is notably flat, with clay islands to the west and south east over soft chalk. Reclaimed fenland with rich peat beds, criss-crossed with man-made dykes, makes up the northern part of the county.

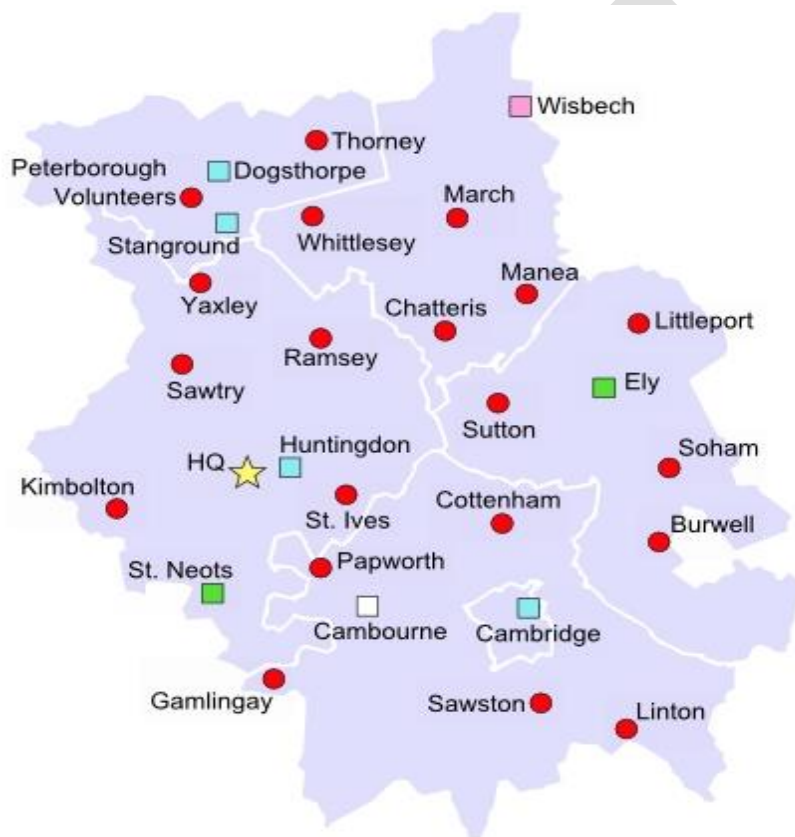
There are three principal rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.

6. How we serve our community

Our Service

The Service is run by a management team headed by the Chief Fire Officer (see page xx for structure) and is currently governed by a Fire Authority, made up of 17 councillors from Cambridgeshire and Peterborough. Members of the Fire Authority can be found on page xx. Further details of the Fire Authority including committee structure and meeting dates can be found on our website.

We currently operate from 28 fire stations across Cambridgeshire and Peterborough, 27 of which are operational. Management, professional support departments and the UK's first Combined Fire Control are all based at our Service Headquarters in Huntingdon.



ADD KEY

We employ 264 wholtime firefighters (including principal officers) and 230 on-call firefighters. A total of 43 staff operate our Combined Fire Control, mobilising appliances across Cambridgeshire, Peterborough and Suffolk. 144 staff work in support roles across the Service in essential operational and business support functions, including Learning and Development, Health and Safety, Recruitment, Property, Fleet and Equipment, Finance and Human Resources.

We have a fleet of 35 fire engines, two rescue vehicles, two Multistar aerial appliances and a number of other specialist vehicles. More information about our vehicles and the equipment we use can be found on our website.

Our values

Cambridgeshire Fire and Rescue Service works to a set of key values that everyone is expected to incorporate into every aspect of their work.

These key values are:

- ◆ **Dignity** - our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.
- ◆ **Respect** – we respect the differences in groups of personnel and the public, and take into account the right for people to be different, valuing diversity rather than demeaning it.
- ◆ **Welcome** – we welcome people into the workplace and create a working environment that is open and inclusive, which offers help and support.

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7. Achievements towards our strategic aims

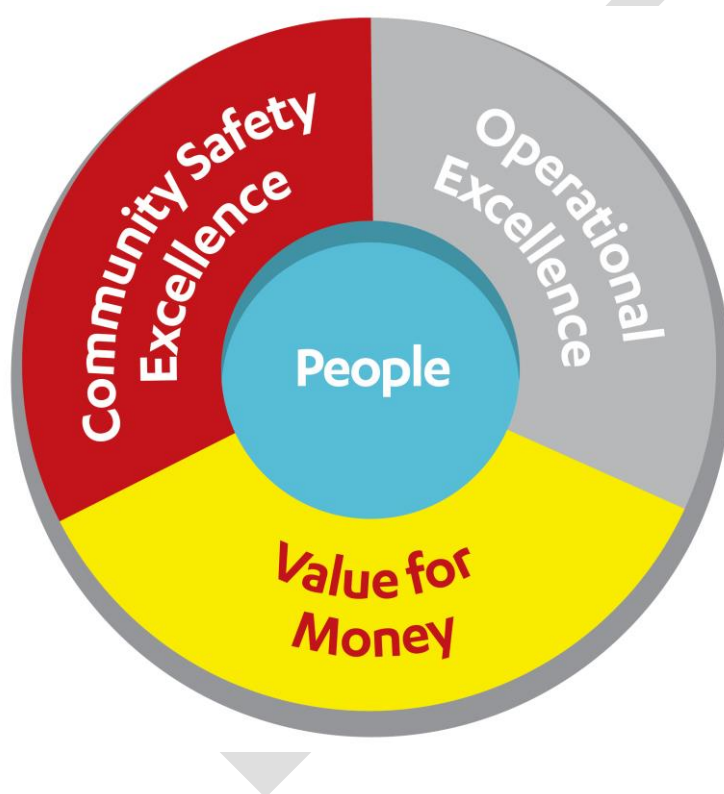
Our vision and strategic aims

Our ultimate vision for the future is to create a safe community where there are no preventable deaths or injuries from fire or other emergencies.

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

We will work towards our vision by putting **the community and our staff at the heart of everything we do**, striving for **excellence** both **operationally** and in how we approach **community safety**, and seeking to provide **value for money** in all areas.

These are therefore our strategic aims.



Integrated risk management plan (IRMP)

Our IRMP is our corporate plan and it focuses on how we achieve our strategic aims. It is a public facing document covering a set period – ours is three years, 2017 to 2020. It identifies the key risks that may get in the way of us achieving our strategic aims, and it looks at the opportunities that may help us get there quicker. It then explains what action we will take to mitigate the risks and what we need to do to explore the opportunities that will help to further improve our Service.

From this, our corporate priorities emerge, which we list under the strategic aim they most relate to (many also impact on one or more other areas). We deliver these

through a detailed action plan which sits alongside the IRMP and updates are discussed every three months by chief officers and senior managers. Progress against the plan is presented to the Fire Authority on a regular basis.

Risk modelling is used to assess the likelihood of fire and rescue related incidents using performance data from the last five years. The information is used to enable clear performance measures to be set to enable us to continue to strive for improvement.

The full IRMP document can be found on our website
<http://www.cambsfire.gov.uk/IRMP%20document%202.pdf>

We are currently writing the draft IRMP for 2020-24 which will be out for public consultation at the end of the calendar year.

Progress against our IRMP 2017-20

The next few pages outline what we delivered in 2018/19 against the priorities in the IRMP, set out under each of the four strategic aims:

- Operational excellence
- Community safety excellence
- People
- Value for money

Each section starts by explaining what we are aiming to achieve for that strategic aim heading and then explains what we have done during the past year, how we have performed in key areas and includes a case study to evidence this.

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.

To achieve this in 2018/19, we have:

- Hosted a very large multi-agency exercise named Green Cloud, building on last year's multi-agency training. This saw over 100 people, from all local resilience forum partners, work through a two day exercise to test all agencies in the face of a major incident within Cambridgeshire. The exercise was overseen by the Home Office and other government agencies and was widely regarded as national best practice.
- Utilised our two new roaming pump crews to deliver xx hours of community safety and respond to 494 incidents in rural areas where the local on-call fire engine hasn't been available in daytime hours.
- Introduced an alternative type of fire engine to three on-call fire stations which is slightly smaller and lighter but still offers all immediate lifesaving equipment. These vehicles carry equipment that is most often needed at incidents, rather than the vast array of equipment that our standard fire engines carry to deal with all foreseeable risk.
- Successfully trained and introduced 21 new full time firefighters and 32 on-call firefighters, whilst ensuring firefighters who have joined us in the last two years have received the development and support required to increase their skills and competence.
- Provided increased levels of training and experience for our firefighters and officers to develop, maintain and practice their operational skills. 30 operational staff went to the Fire Service College for two days and took part in 12 exercises including building fires, complex road traffic collisions, train and helicopter crashes and chemical incidents. Each scenario used live casualties to make the incident even more realistic.
- Trained crews at Huntingdon to become specialist rope rescue teams with additional equipment, enabling us to perform rescue from height in a safer and more effective way.

Case Study

Service rises to the challenge of a busy, long, hot summer

Last year's heatwave over the summer placed a huge demand on our control staff and fire crews, and tested our resilience, as 999 calls and the number of outdoor fires rose significantly.

In June and July, crews attended 551 fires in the open across the county - an increase of more than 50 per cent on the previous year.

Chief Fire Officer Chris Strickland said: "The hot and dry weather last summer meant ground conditions enabled fires to spread quickly. Crews dealt with fires affecting areas as large as 50 acres which can take significant resources and time to get under control and extinguish. They faced gruelling conditions when tackling these fires too. The combination of the hot weather, the heat from the fire and the physically demanding actions needed to extinguish these fires is very draining. "But our firefighters all stood up to the challenge and I was incredibly proud of the way our Service reacted and coped with the challenge we faced."

The Service's Combined Fire Control saw a sharp increase in the amount of emergency calls they received in Cambridgeshire and Suffolk. Almost 4,000 calls were answered by emergency call handlers in June and July, an increase of 13 per cent and the highest number of calls there had been in at least 10 years. There were over 100 incidents where four fire engines or more were required, 40 of which required six or more, often coming in at the same time. In July alone, our control staff managed 2,459 incidents across both counties.

The professional, diligent and committed response by staff within the combined control room earned them a Service Excellence Award, which was presented to them at our annual awards evening in January.

Chris continued: "Our control staff were hugely deserving of their award. They are hidden from the public eye but their role is essential in how we respond to incidents. They ensure the right resources are sent, they inform other agencies of incidents and ensure fire cover is maintained across the county, moving fire engines around to standby at other locations. During this period not a single call went unanswered and Suffolk officers also praised their work ethic and achievement."

He concluded: "Our staff across the Service all rose admirably to the challenge we faced last summer and I am proud of the team work shown across the organisation. We also took some learning from the busy period and are using that to prepare ourselves for this summer in case we get another heatwave. The ground is already dry as rainfall has been low so we're bracing ourselves, but I am confident our staff will respond just as well again."

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.

To achieve this in 2018/19 we have:

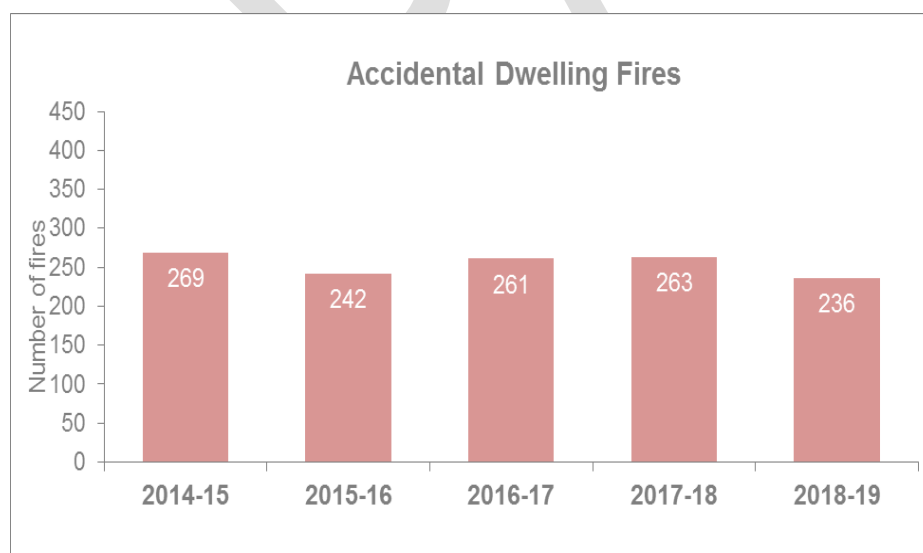
- Continued to increase the number of Safe and Well visits delivered to those most at risk from fire across the county.
- Installed 13 potable misting systems to support the most vulnerable to live safely in their homes.
- Identified and begun to visit 1,300 homes that have people living in them that are confined to a hospital bed, continuing our efforts to identify data that can support more efficient targeting of residents most at risk from fire.
- Undertaken detailed risk profiling of each fire station area, to give operational crews the ability to understand, access and work more closely with their local communities.
- Continued to be represented on all Community Safety Partnerships across the county.
- Become one of the lead agencies in the Cambridgeshire and Peterborough Road Safety Partnership, delivering innovative road safety initiatives across the county - an example includes the use of virtual reality technology to provide safety education to new drivers.
- Increased the training opportunities for operational crews, to assist them in delivering all elements of a safe and well visit.
- Increased our educational delivery to children and young people across Cambridgeshire - examples include our Firebreak programme, participation on the Uniformed Services course and delivery of the #RememberRony water safety campaign in schools.
- Led partnership initiatives to successfully reduce the number of deliberate fires in specific areas of Peterborough.
- Delivered 55 fire safety business seminars, informing attendees about fire safety legislation and their responsibilities.
- Increased the number of fire safety visits undertaken by operational crews across the county.
- Met all requirements of our risk-based audit programme, ensuring legislation compliance in high risk buildings across the county.
- Continued to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.

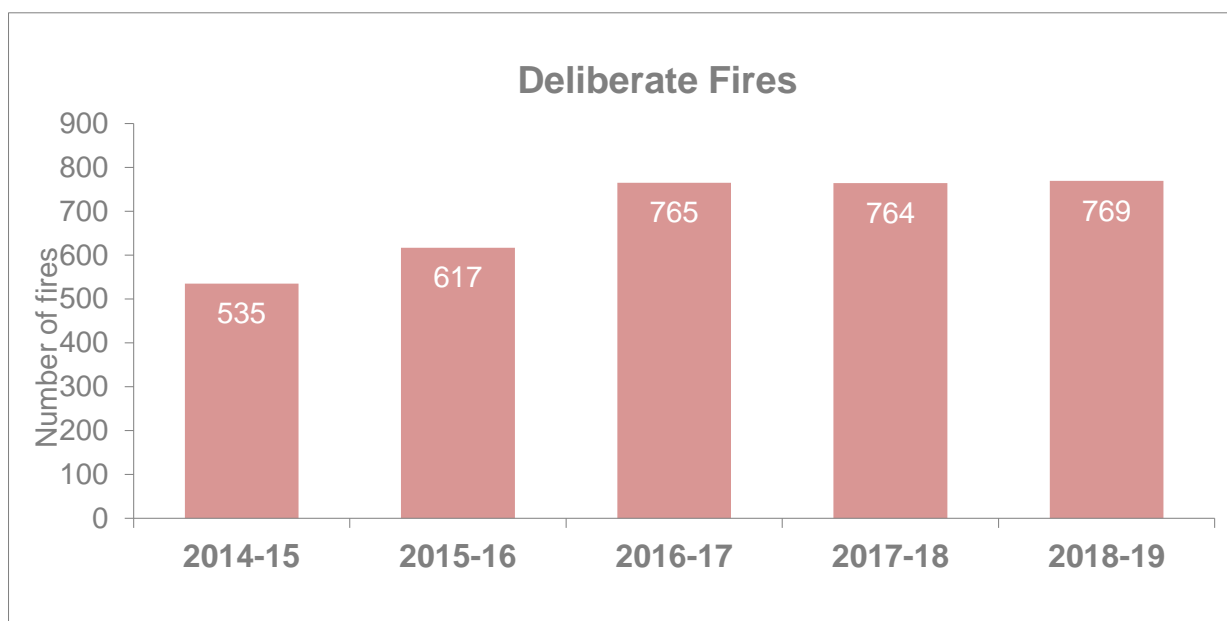
Performance data summary (compared to 2018/19)

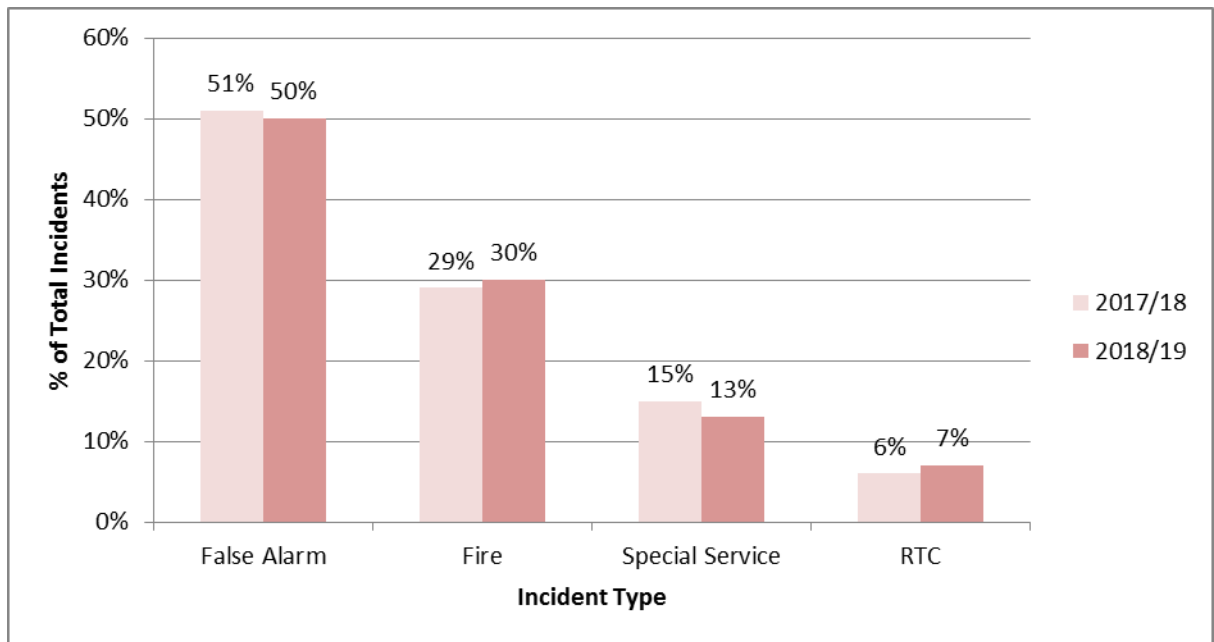
- There was a 10 per cent decrease in the number of accidental house fires (from 263 to 236).
- There was a 4 per cent increase in the number of accidental fires affecting business premises (from 114 to 119).
- There was a 5 per cent decrease in false automatic fire alarm calls affecting business premises (from 1,435 to 1,365).
- There was an increase in the number of fatal and non-fatal casualties in primary fires (from 46 to 79). This splits into two deaths and 77 injuries (9 were serious and 68 were slight).
- 36 people were casualties in 29 separate accidental dwelling fire incidents in 2018/19 (compared to 23 people in 21 separate accidental dwelling fire incidents in 2017/18).
- The number of deliberate fires remained fairly static with an increase of just 5, from 764 to 769. Of the total deliberate fires, 496 or 64% were fires in the open.
- There was a X% decrease/increase in the number of people killed, or seriously injured in road traffic collisions from XXX to XXX (data to be added when end of year data released by the police).

ADD UPDATED GRAPHS

Breakdown of time spent on different prevention activity 18/19 only.







Special Services include Lift Rescues, flood response, building collapses, animal rescues, chemical spillages and rescues from lakes and rivers.

False alarms include false alarms but with good intent (eg a neighbour was having a bonfire but someone thought it was a real fire), deliberate false alarms (malicious) and false alarms from automatic fire alarms.

We attended 7,476 incidents in 2018/19, which is an increase in 4.08% on the previous year's 7,183 incidents.

CASE STUDY

Revving up our commitment to keep motorcyclists safer on the roads

Last year we teamed up with Magpas Air Ambulance to launch a free emergency first aid course aimed at motorcyclists in Cambridgeshire.

BikerDown! is an initiative that offers motorcyclists the opportunity to learn practical skills to help avoid being involved in a crash, as well as essential first-aid training and advice on what to do should they find themselves first on the scene of a collision where someone is injured.

Between April 2018 and March 2019, over 150 motorcyclists attended an event and feedback has been incredibly positive.

Community Risk Manager, Station Commander Kevin Andrews said: "We're delighted to have launched Biker Down! in Cambridgeshire and it's fantastic to have Magpas Air Ambulance on-board. The course offers potentially life-saving advice for motorcyclists should they find themselves first on the scene of a crash, and also covers practical tips on how to avoid being involved in a collision, including how to be seen.

"The course has been extremely popular at other fire and rescue services across the UK, and we are really pleased it has taken off so positively here."

Dr Sam Todd from Magpas Air Ambulance explained why he's part of the Biker Down! Scheme: "Working at Magpas Air Ambulance has been my dream job since graduating from medical school - because it allows me to deliver critical, hospital level care anywhere in the region wherever and whenever it's needed. For me, Biker Down! is a natural extension of that, by ensuring that as many people as possible have the skills and knowledge to look after each other should the worst happen."

Bikers completing the course receive a certificate and a first aid kit.

To find out more about Biker Down! or to book your place call 0800 917 9994, or email road.safety@cambsfire.gov.uk, including your name, contact number, email address and town of residence.

Feedback (displayed in speech bubbles)

Very useful and learned some interesting information. Thanks guys :)

Thanks for a great day

An extremely informative course and I would say well worth it for anybody that uses the roads

Fantastic course for bikers and non-bikers, highly recommend...

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.

There is a large overlap between community safety excellence and people, therefore to avoid duplication, our efforts in relation to improving things for people in our community are detailed in the community excellence section on page XX.

To achieve this in 2018/19 we have:

- Continued delivery of our Aspire development programme for existing managers who want to progress their career, in on-going collaboration with our colleagues from Bedfordshire and Hertfordshire fire and rescue services.
- Completed and evaluated the third Insight programme for aspiring managers from all areas of the Service.
- Broadened the range of individual sessions offered through our 'lunch and learn' programme of development events.
- Delivered sessions for line managers to help them understand more about performance, development and career management, and to give them the opportunity to develop their skills to have quality conversations with their teams. We have also held a number of information sessions to talk with all staff more about career management.
- Continued to improve our recruitment and promotion processes to ensure a joined up approach to career development. This included delivering updated assessor training to all those who assess.
- Continued to develop understanding of the importance of employee engagement, following the pulse check survey we undertook last year. This year we have focused on ensuring that everyone understands their individual role in ensuring an engaged workforce. This has included delivering workshops as part of our regular manager seminars programme.
- Further increased resources to enable us to grow our targeted positive action work, as we continue to seek to improve the diversity of our workforce to better reflect the communities we serve. Although there is more work to do, we have seen an increase in the diversity of people applying to work for us in all areas of the Service.
- Delivered a workshop to raise awareness of how the menopause can affect women in the workplace, and developed and published guidance to help managers to talk with and support their staff about the menopause at work.
- Expanded our apprenticeships provision by offering a new Level two apprenticeship in leadership and management to existing staff. We have also been evaluating the success of our first apprenticeships as they draw to a close, and have planned to be able to offer entry as a wholetime firefighter through an apprenticeship route from 2019/20 onwards.
- Commissioned an equal pay audit and drawn up an action plan following delivery of the independent report. We have also published our second

gender pay gap information, seeing a slight decrease to the size of our gender pay gap.

- Delivered the first year of our RESPECT action plan to ensure that all staff feel safe and able to share any concerns they have at work. This year we have focused on raising awareness of the RESPECT programme, and recruiting and training nine RESPECT Champions. The Champions provide informal, independent and confidential support to anyone who may have concerns about their relationships at work, and will signpost colleagues towards more formal avenues of support and advice as required.

Case study

Development opportunities that benefit both Service and staff

We have recognised that people join our organisation with a whole range of different experiences and skillsets that can benefit the Service in areas away from the job they were employed to do. By utilising these skills and offering different opportunities to develop them, it also increases job satisfaction and motivation.

Opportunities can range from becoming champions in areas such as equality and inclusion, getting involved in and managing business development projects, facilitating team development events, becoming community development instructors delivering youth interventions schemes and volunteering to be a TRiM practitioner, supporting the positive mental health of colleagues, particularly following potentially distressing incidents. Other opportunities utilise a person's academic qualifications, like for Lola.

Lola Quin joined the Service in April 2018 as a Business Intelligence and Performance Analyst. Her role involves analysing statistical data about incidents and working with colleagues from across the Service to interpret and use performance information to deliver a more efficient and effective service to our communities. A chance conversation about her background and degree in forensic biology led to her training as a fire investigator, a role traditionally undertaken by uniformed fire officers.

Lola said: "When joining the Service as a performance analyst, I never envisaged I'd be able to utilise my forensic skills in the way I am. I love the fact I can transfer skills learnt at university and as a crime scene investigator for the Dutch National Police and apply them to fire scenes. The role as a fire investigator brings diversity to my day-to-day role and I've received fantastic support from officers and peers."

Group Commander Kevin Napier added: "The support and resilience Lola offers to our operational officers is essential in enabling our statutory duty to investigate the cause of fires. Lola's experience in the world of forensics lends itself well to fire investigation and her role enhances the service we provide."

Crew Commander Liam Siddons is also using skills learnt from a previous employment in becoming one of our Respect champions. In 2018/19 we recruited and trained nine volunteer Respect champions who provide informal, independent and confidential support to anyone who may have concerns about experienced or observed bullying or harassing behaviours. Champions will signpost their colleagues towards more formal avenues of support and advice as required.

Liam said: "Having the opportunity to discuss concerns is a great advantage for colleagues, allowing them to confidentially confide in someone, discuss different ways to approach the situation and potentially avoid having to take more formal proceedings. I am able to use skills I developed from my previous employment

before joining the fire service, as well as my experiences working as both a wholetime and on-call firefighter.”

Alison Scott, Equality and Inclusion Advisor, who led the recruitment and training of the champions, added: “The Respect champions are able to develop skills such as listening, questioning, impartiality and showing empathy to support their colleagues. By doing this they develop themselves as well as offer a key service to the workforce. It’s a win-win situation, where everyone can benefit and unwanted behaviours can be nipped in the bud.”

At a time when budgets are restricted, expanding and strengthening what we do and allowing current staff to fulfil these roles as development opportunities, enables us to enhance employee engagement and ensure we are working together as effectively as possible to deliver the best possible service to our communities.

DRAFT

Value for Money

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

- Actively seeking 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.

To achieve this in 2018/19 we have:

- Migrated to cloud based technology for business process automation, removing paper-based administration activities
- Put in place joint Legionella contracts with Cambridgeshire Constabulary to deliver cost savings to both organisations
- Agreed memorandums of understanding for a number of skillsets, resources and equipment sharing with Cambridgeshire Constabulary
- Led a national procurement to create a framework contract for the provision of pre-hospital emergency medical training
- Established sharing area commander officer rotas with Bedfordshire Fire and Rescue Service to provide resilience
- Sought and received planning permission to move our training centre on to the police training site at Monks Wood
- Saved £11,000 per year by changing our delivery method for our incident command training
- Saved £11,500 by jointly procuring with other fire services, an interactive safety zone for young people for our website
- Saved £21,000 through our insurance consortium by making improvements to processes (see case study on page XX).
- Restructured our ICT shared service to increase resources in key areas and to improve resilience in service delivery across both Cambridgeshire and Bedfordshire fire and rescue services.

Case study:

Around four years ago, nine fire and rescue services including Cambridgeshire, came together to form a mutual for insurance.

Third party insurance had been very costly in the past with very little competition to drive down prices. Insurance companies also keep the premium as profit even if no claims are made that year. Research was carried out to see if there was another viable option that would offer cost savings, and the Fire and Rescue Indemnity Company (FRIC) was formed.

Being a member service has enabled us to save £21,000 on motor insurance costs in 2018/19 alone, which is a seven per cent reduction. This was achieved by introducing CCTV to our fleet, having a positive performance and implementing license checks for non-employees driving issued cars.

Deputy Chief Executive Matthew Warren explained: "One of the biggest benefits to us being part of FRIC is having certainty on what our annual premiums will be each year. These can significantly change with external suppliers and at a time when our government funding is being cut, knowing for sure what our associated costs for insurance will be is a great help. We can also hold cash reserves and where these funds are not used for claims, the mutual retains the money for future use, so it's not lost money like it is with an external insurance company where you lose the premium each year even if you make no claims. It also encourages us to drive improvements to reduce risk as we then see the benefit with a reduction in our costs."

Matthew added: "Having a collaborative approach to risk management means we can share best practice as well as provide better value for money. It is another example of us looking for different, more cost effective ways to do things and any savings made are re-invested back into the service."

8. Equality and Inclusion

We are committed to continuous improvement of equality and inclusion in both our service delivery and within the workplace.

To do this, and in compliance with our public service equality duty, we set ourselves objectives in our equality strategy that detail what we are going to do to achieve improved equality outcomes for our communities and staff. Our full strategy can be found on our website <http://www.cambsfire.gov.uk/about-us/our-equality-and-1443.aspx>

Our priorities for diversity and inclusion last year were set out in our Equality Strategy 2018-20. These were:

- Improve attendance of all communities at Business Seminars and ensure these are widely advertised to target high risk areas and locations
- Ensure targeted home fire safety and Safe and Well visit data is analysed to ensure this service is accessed by all communities
- Ensure community engagement and safety training is available for operational staff from initial training onwards
- Improve gender diversity among operational and combined fire control staff
- Improve ethnic diversity among all staff groups
- Ensure decision making in selection, training, development and promotion is as equitable as possible by delivering unconscious bias and inclusive leadership training
- Improve well-being and retention of female staff by producing guidance on menopause and raising awareness of impact of menopause at work
- Improve reporting and management of inappropriate behaviours (including bullying or harassment) at work
- Carry out an equal pay audit to help reduce the gender pay gap
- Ensure staff have skills and knowledge to value a diverse workforce
- Ensure leaders can demonstrate 'due regard' to equality in decision making by embedding equality actions into local delivery plans and assessing decisions for equality impact.

Highlights of our achievements in 2018/19

- A total of 55 business seminars were conducted which meant engagement with 312 businesses and 342 employees from those businesses. Moving forwards, the process of recording attendance will become automated and the retrieval of equality data will also become a priority action.
- An analysis of engagement with different groups when delivering home visits was carried out at ward level. The information over five years does not show any particular correlation between engagement and ethnicity. This engagement data will continue to be monitored and opportunities taken through our positive action work to promote the home fire safety services we offer to minority communities.

- Our 2018 intake of firefighter recruits had a two-day induction on community engagement and the Service's community safety interventions – the first time this has been delivered.
- The number of female operational staff increased to 33 (6.9% of operational staff). This is an increase of two from the previous year and 12 over last five years.
- The number of male combined fire control operators has changed little over the last five years. Men currently make up seven (16%) of all control room staff.
- Black, Asian and other minority ethnic staff make up 3.3% of all staff – an increase of one from last year and 11 over last five years.
- Training on understanding unconscious bias was made available to all staff and managers with 25 per cent (174) completing this in year one. A session on inclusive leadership was delivered to the strategic leadership team and has been built into existing management development and diversity management training.
- An awareness session by a gynaecological expert was well attended and received by predominantly women staff. Guidance on the menopause for all managers was later developed and made available.
- An intervention called Respect was launched to raise awareness of the impact of inappropriate behaviours that fall outside our current standards; the need to challenge these behaviours and to provide support for those that need it. A group of staff were selected and trained to become Respect champions and a number of key messages were communicated to all staff.
- We commissioned an equal pay audit focusing on any gender and ethnicity pay gaps. Recommendations have been made and will be implemented in 2019.
- An audit of managers' knowledge and skills on inclusion and diversity provided the information needed to re-shape training interventions and direct a full review of learning and development in this area in 2019.

9. Partnerships and collaborations

We recognise that we are better able to achieve our aims and objectives across all areas of the Service by collaborating and working in partnership with other agencies with similar aims and goals – these include other emergency services and public sector organisations, charities, voluntary groups and other fire and rescue services.

Not only does this improve the service we each deliver but in tough economic times it makes financial sense to remove duplication and share resources.

Partnership working is embedded across the Service in all departments from how we investigate fires and drive down arson and road traffic collisions, to planning for big events and dealing with disasters and day to day incidents.

We have many active collaborations ongoing across the Service. A complete list of these is available on our website. Some of them save us money, others help provide resilience or bring additional benefits we wouldn't otherwise have been able to achieve. Other collaborations may cost us more but may have additional benefits to us or to the wider community which makes it a worthwhile investment.

Examples of some of our collaborations are:

Combined Fire Control with Suffolk Fire and Rescue Service

This year saw the seventh anniversary of our Combined Fire Control. Working in partnership with Suffolk Fire and Rescue Service, we became the first fire and rescue service to prove that the concept of combined control room works. All 999 calls for both Suffolk and Cambridgeshire are answered by control operators based at our headquarters in Huntingdon and operators mobilise appliances for both fire and rescue services. Through this agreement, each service saves approximately £400k each year.

Mutual Aid Agreements

The Fire Authority has mutual aid agreements with each of the seven neighbouring fire and rescue services whereby:

- In the event of a significant emergency, Cambridgeshire and Peterborough Fire Authority can request additional resources from a neighbouring fire authority.
- Should the location of an emergency be closer to a fire engine from a neighbouring authority, a request will be made for that fire engine to attend the incident.
- Specialist equipment and trained personnel can also be requested from other fire and rescue services to attend significant emergencies in Cambridgeshire and Peterborough.

In the event of a national emergency elsewhere in the country, Cambridgeshire and Peterborough Fire Authority has a high volume pump, to support a large scale flooding incident, that can be deployed to assist those in need. We also jointly manage a third vehicle, which is the Eastern Region's Detection, Identification and Monitoring (DIM) vehicle which provides a 24/7 response capability for deployment in the early stages of a major incident involving chemical, biological, radiological or nuclear materials. 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.

Cambridgeshire and Peterborough Local Resilience Forum

Local Resilience Forums aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities. Our senior managers are actively engaged in the Cambridgeshire and Peterborough Local Resilience Forum which is chaired by our chief fire officer. The Service has fully supported and participated in 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, NHS England, Health Protection Agency, Environment Agency and the Military.

Shared ICT Service with Bedfordshire Fire and Rescue Service

Our ICT Shared Service provides ICT support to both Cambridgeshire and Bedfordshire fire and rescue services. The shared service brought together staff from both services' ICT teams, who started working as one team from July 2013, to bring resilience and improved ways of working to both services.

Safer Peterborough Partnership

The Safer Peterborough Partnership (SPP) is Peterborough's community safety partnership, made up of a number of different organisations who are collectively responsible for reducing crime and disorder, combatting the misuse of drugs, alcohol and other substances and reducing reoffending.

The Prevention and Enforcement Service (PES) works to the Safer Peterborough Partnership Board and is staffed by a team made up of fire service, police, council and prison staff working from the same location and supported by a number of other cooperating authorities including housing associations, criminal justice bodies and not-for-profit organisations.

NHS Blood Transfusions

We offer our fire stations for free to NHS Blood Transfusions to run blood donation sessions. This saves them money not having to hire other venues in some areas of the county and we promote our home safety services and fire prevention advice to waiting donors.

Cambridge Water Safety Partnership

Cambridgeshire Water Safety Partnership was established in December 2018, initially funded by us and Office of the Police and Crime Commissioner (OPCC). The partnership has been set up with the vision of reducing all preventable water related deaths and injuries through education, training and engagement. Other partners include Peterborough City Council, Cambridge City Council, Conservators of the River Cam, Great Ouse Boating Association, Beds, Cambs and Herts Joint Protective Services, East of England Ambulance Service, MAGPAS Air Ambulance, Environment Agency, the Royal National Lifeboat Institution (RNLI), the Royal Life Saving Society (RLSS), and the Samaritans.

Children and Young People Wisbech

This is a long term partnership to support housing association young residents, supported by the College of West Anglia. By utilising our Firebreak intervention programme as a starting point, the aim is to then look to develop a personal development plan to support the young people's aims and aspirations over the course of a year.

10. Financial performance and governance

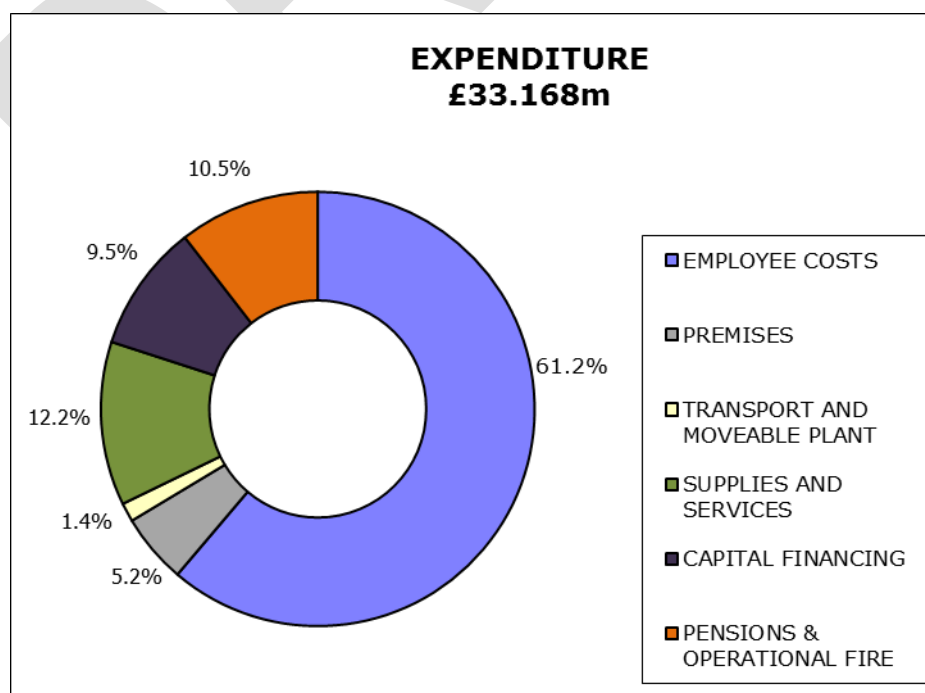
Ensuring we have an efficient service that offers value for money, underpins everything we do. Although the pressures on our budget through a continued reduction in government grant since 2010 have been felt across the Service, with innovative thinking and more collaborative working, as well as the support from our communities and staff, we have managed to find the necessary savings each year to ensure a balanced budget.

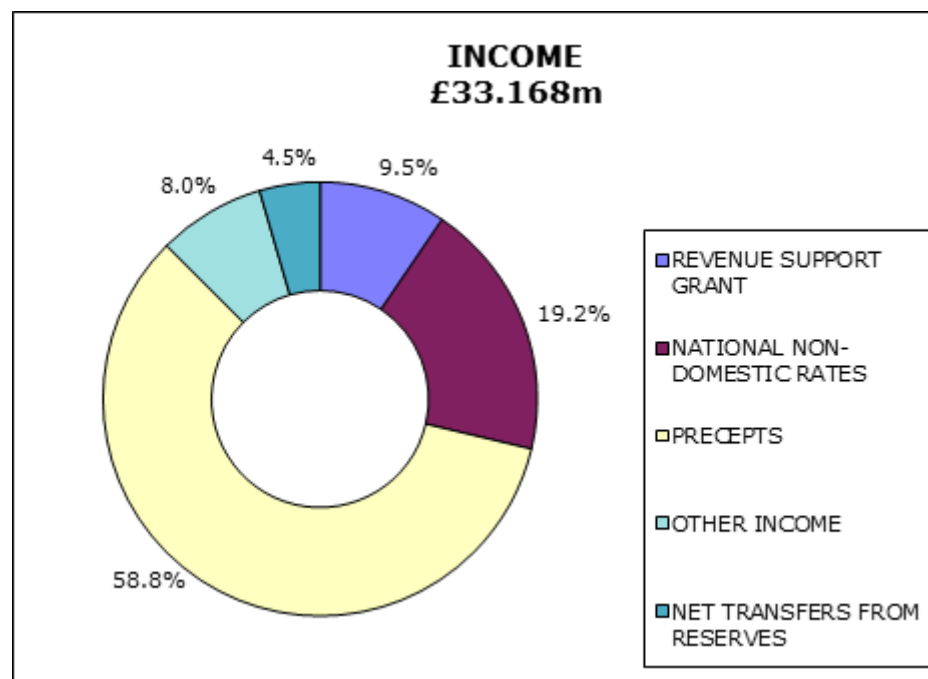
Where our money comes from and how much we spent

The Fire Authority's total net expenditure during 2018/19 was £30,505,000.

This is made up of £33.168m (expenditure) less £2,663m (other income). £18,441,000 was collected from council tax payers. This amounted to £66.76 a year for a Band D council tax household, making us one of the most cost effective fire and rescue services, per head of population, in the country.

The following charts show where the money we received came from and how we spent it in 2018/19:





Summary Financial Table

Description	Revised Budget £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	11,112	11,352	240	2.16%
Control Room Staff	1,534	1,548	14	0.91%
Local Govt. Employees	3,335	3,337	2	0.06%
Senior Management (Hay)	2,801	2,804	3	0.11%
Recruitment & Training	691	769	78	11.29%
Fire Allowances	521	509	-12	-2.30%
EMPLOYEE COSTS	19,994	20,319	325	1.63%
Property Maintenance	427	457	30	7.02%
Insurance	231	190	-41	-17.75%
Energy Costs	282	256	-26	-9.21%
Cleaning	153	142	-11	-7.19%
Rents & Rates	639	671	32	5.01%
PREMISES	1,733	1,717	-16	0.92%
Car & Cycle Allowances	68	96	28	41.76%
Vehicle Running Expenses	167	194	28	16.76%
Vehicle Insurance	191	160	-31	-16.02%
TRANSPORT AND MOVEABLE PLANT	426	451	26	6.04%
Office Expenses	355	262	-93	-26.20%
IT & Communications Equip.	2,113	1,767	-346	-16.37%
Fire Equipment	351	315	-36	-10.26%
Uniforms & Clothing	570	558	-12	-2.11%
Other Supplies & Services	1,233	1,160	-73	-5.92%
SUPPLIES AND SERVICES	4,622	4,062	-560	12.12%
Debt Charges	4,027	3,149	-878	-21.80%
External Interest	-90	-110	-20	22.22%
CAPITAL FINANCING	3,937	3,040	-898	22.81%
CONTROLLABLE EXPENDITURE	30,712	29,589	-1,123	3.66%
Other Income	-1,719	-2,020	-301	17.51%
Other Government Grants	-468	-533	-65	13.89%
CONTROLLABLE INCOME	-2,187	-2,553	-366	16.74%
NET CONTROLLABLE EXPENDITURE	28,525	27,036	-1,489	5.22%
Pensions - Injury Awards	611	653	42	6.87%
Operational Fire Budget	2,849	2,816	-33	-1.16%
SAFETY-NETTED EXPENDITURE	3,460	3,469	9	0.26%
NET EXPENDITURE	31,985	30,505	-1,480	4.63%
Grant/Precept Income	-28,386	-29,012	-625	
Transfers to/from earmarked reserves	-3,599	-1,525	2,074	
Year end transfer to Capital Reserve		0	0	
CONTRIBUTIONS	-31,984	-30,536	1,449	
CONTRIBUTION TO GENERAL RESERVE		-31	-31	

Key budget points

- Uncommitted money that was underspent has been used to help finance capital spending and reduce our borrowing requirement.
- Ensuring we have an efficient service that offers value for money underpins everything we do and although the pressures on our budget have been felt across the Service, with innovative thinking and more collaborative working, as well as the support from our communities and staff, we have managed to find the savings each year.

Efficiency plan

The Fire Authority approved an efficiency plan in October 2017. The plan detailed how anticipated savings will be delivered over the coming years up to 2020. The document can be found on our website at

http://www.cambsfire.gov.uk/Efficiency_Plan.pdf

Included within the efficiency plan was a high level reserve strategy. The Fire Authority's detailed use of the reserve strategy can also be found on the website at

http://www.cambsfire.gov.uk/Reserve_Schedule_2018.PDF

What do we own?

Our assets include (as of March 2019):

Buildings	
Fire headquarters and operational buildings	29
Staff houses	5
Total	34
Vehicles and Plant	
Fire engines (incl rescue pumps)	35
Multistars (aerial appliances)	2
Rescue vehicles	2
Other special appliances	5
Reserve and training appliances	12
Other vehicles	112
Total	168

Capital Spending

During the year the Authority:

- Purchased six vehicles and built three alternative appliances - this totalled £632k. The Authority also completed the build of three appliances and one incident response unit.
- Undertook equipment and IT projects totalling £592k
- Carried out building works totalling £1,261k which included an extension to Chatteris Fire Station
- Carried out work on property and ICT assets under construction totalling £136k.

Financial governance

Each year we publish sets of accounts for public consumption. These documents explain our financial performance over a given financial year which always runs from April 1 to March 31. Recent versions of these documents are available on our website.

External audit (UPDATE IF 2018/19 CONCLUSION IS AVAILABLE AT DESIGN)

The Fire Authority has external auditors appointed by central government to assess its financial standing. The Authority's appointed auditor, BDO LLP, undertakes an annual audit of the financial standing of the Fire Authority. The auditors are required, under the Code of Audit Practice, to highlight all issues of significance arising from an audit, in the form of an annual audit letter.

The independent auditor's report to members of Cambridgeshire and Peterborough Fire Authority for 2017/18 concluded that:

‘On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office in November 2017, we are satisfied that, in all significant respects, the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018’.

Governance matters (UPDATE AT DESIGN STAGE IF 2018/19 STATEMENT IS RECEIVED)

Cambridgeshire and Peterborough Fire Authority also has arrangements with an external auditor to audit the governance arrangements of the Authority. The Authority undertakes an annual assessment of the governance arrangements using the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE) framework ‘Delivering Good Governance in Local Government’. The external auditor also undertakes their assessment of compliance against these standards.

The 2017/18 annual governance statement of the Authority can be accessed on our website. The external auditor’s opinion confirmed assurance in the governance arrangements.

Internal audit

The Fire Authority also appoints internal auditors to ensure their internal systems of control are appropriate. Reports and recommendations arising from these audits are taken to the Fire Authority Overview and Scrutiny Committee before being presented to full Fire Authority for consideration and approval.

Financial Transparency

The Local Government Transparency Code 2015 is a tool to embed transparency in local authorities, which includes fire and rescue authorities and sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published.

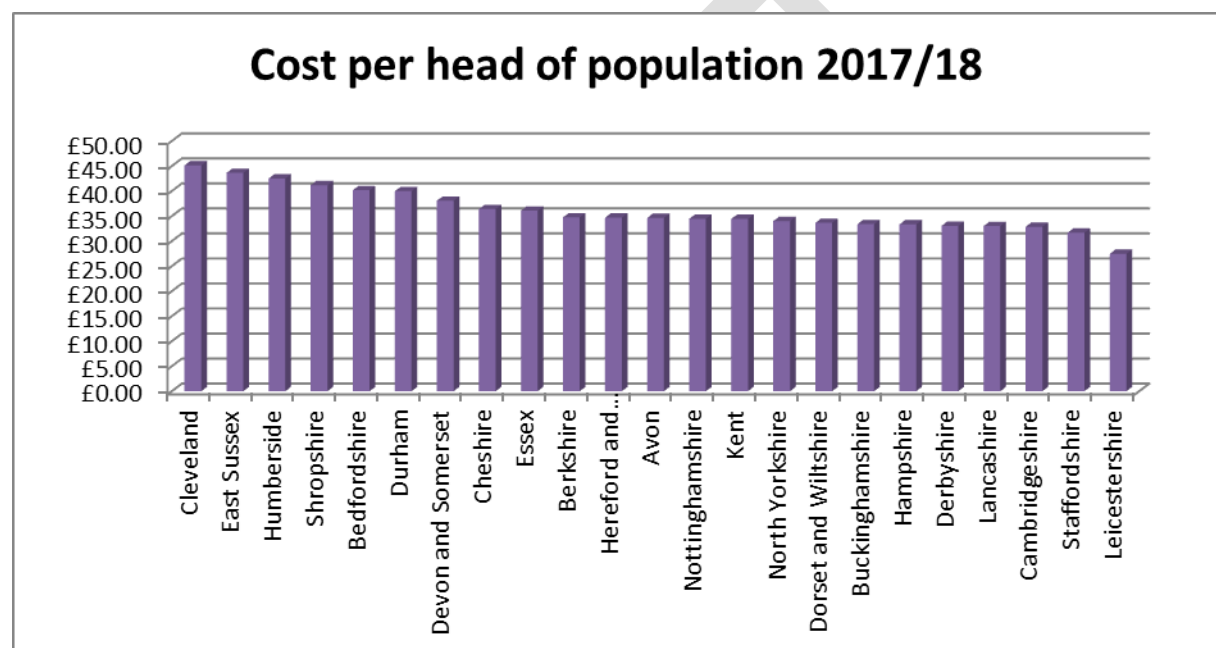
To streamline and simplify access to this information, our website includes a specific Transparency Code section - a link for which can be found in the footer of each webpage.

11. How we compare nationally on value for money

All public bodies now have to make difficult decisions about priorities and find more efficient and innovative ways of delivering their responsibilities.

In our recent HMICFRS inspection, we were awarded 'Good' in the Value for Money assessment.

The graph below shows the 2017/18 (most recent available) cost per head per population for 23 fire and rescue services in England, using Chartered Institute of Public Finance and Accounting (CIPFA) data. We are shown as the third lowest.



12. Our HMICFRS inspection results (Graphic to show the three pillars and our outcome for each)

In the summer of 2018, HMICFRS inspected our Service, along with 13 other fire and rescue services, to assess how effective and efficient we are in our activities to prevent, protect the public against and respond to fires and other emergencies. They also assessed us on how well we look after the people who work for us.

The three areas they looked at can be summarised as:

- How **effective** are we at keeping people safe and secure from fire and other risks?
- How **efficient** are we at keeping people safe and secure from fire and other risks?
- How well do we look after our **people**?

There are four possible outcomes in the judgement criteria:

- Outstanding
- Good (this is where the HMICFRS expect every service to be)
- Requires Improvement
- Inadequate (serious or critical failings in policy, practice or performance).

We have been judged as 'Good' in all three key areas.

Each of the three key areas has a number of supporting questions for the inspectors to look at. There are 11 in total. Each one is also given a judgement score. We have been judged as 'Good' across the board in all of these too - one of only two fire services in the first tranche of inspections to achieve this and one of only three to get 'Good' for how well we look after our people.

As well as many positives, the inspectorate team highlighted a number of areas where we could continue to improve. We are grateful for this helpful insight and have incorporated these areas into our IRMP action plan for this coming year. These include areas such as improving the way we evaluate our activities to demonstrate whether what we are doing is having the right outcomes, working with our neighbouring fire and rescue services to share risk information and plan and carry out training exercises together and better and more consistent use of meaningful personal development reviews (appraisals) across the Service.

A full summary of our improvement areas and how we are progressing them can be found on our website [http://www.cambsfire.gov.uk/images/HMICFRS -
Response to the Inspection report.pdf](http://www.cambsfire.gov.uk/images/HMICFRS_-_Response_to_the_Inspection_report.pdf)

13. Planning and future priorities

Our Integrated Risk Management Plan (IRMP) provides full details of how we plan for the future, how we set our priorities and what those priorities are until 2020. Between January and March 2019 we reviewed our 2019/20 action plan and will continue to work towards this through the next 12 months.

In addition, this year we will complete a new IRMP for 2020/24, the draft of which will go out for public consultation at the end of 2019 and it will be presented to the Fire Authority for final agreement in February 2020, ready to commence in April 2020.

The full 2017-2020 IRMP is available to view on our website

<http://www.cambsfire.gov.uk/IRMP%20document%202.pdf>

INSERT IMAGE OF FRONT PAGE OF IRMP

14. Letters of appreciation

Each week we get letters, cards and posts on our social media sites thanking our staff for the many great things they do including attending incidents and events, visiting homes to provide safety advice and delivering awareness sessions.

Our staff appreciate every letter, card and comment they receive and it is always heartwarming to see the difference our staff and the service we provide makes to people.

Here is a small selection of some we have received this year.

Thank you so much to the crews from Chatteris and Wisbech for attending the accident on the A142, which my son was involved in, can't thank you enough.
From a Fenland resident

Just wanted to say a huge thank you to the team that came out to the garden fire in Woodston this morning. Your response was amazingly fast and you saved mine and my neighbours' sheds, plus people's the other side of the garden. Thank you!
From a Peterborough resident

Thank you for visiting us today to talk about the work you do. The students (and quite a few members of staff) were very excited to learn about the fire engine.
From [Iqra Academy, Peterborough](#)

Please can we pass on our thanks and say what excellent service we received this morning. A team came to change an elderly lady's smoke detector. The whole process took less than half an hour, which was great as it reduced the lady's concern.

From a member of staff at a care home in St Ives

I just want to say thank you to green watch who put out a fire at my house. They were all so helpful and understanding. Was an awful situation and they put me at ease. Thank you from the bottom of my heart.
From a Cambridge resident

I wanted to message you to say thank you to all the firefighters who came out to rescue my horse from inside the horsebox yesterday afternoon in Glatton. I am so grateful for their fast response, professional approach and most of all, for working so well with the vet and all the other horsey people who came to help. Once again, thank you so so much for all your hard work yesterday.
From a Huntingdonshire resident

Just wanted to say thank you for stopping a hedge fire going through all our gardens. I have chickens with their coop right against that hedge, so if you hadn't stopped it as quickly as you did it could have spread to my garden too.
From an East Cambridgeshire resident

Thank you so much for coming to Asda in Peterborough today. My son loved meeting you and excitedly asked daddy to check the fire alarms when we came home. To our surprise, one of them actually wasn't working so I am so very grateful to you for reminding us to check them today.
From a Peterborough resident

I just want to say wow and thank you. My daughter really enjoyed being with you this morning. She has learned lots of new things, which she has been telling me about

non-stop! It's lovely that the kids get to see where real heroes work. I wish I had gone. Keep up the good work.
From an Ely resident

I would like to say a very grateful and heartfelt thank you for all the assistance rendered to me after my fall in St Neots town centre.
From a St Neots resident

DRAFT

15. Tell us what you think

We would very much welcome any comments you may have about this document to help us improve the way we report back to you on what we have done and what we plan to do. We would be very grateful if you could take the time to provide us with any comments and send them to us at the address below. Alternatively you can share your thoughts via email at feedback@cambsfire.gov.uk, via our website www.cambsfire.gov.uk through the 'contact us' section, or post a message on our Facebook or Twitter pages.

If you require a response, please don't forget to include details of how we can contact you.

Thank you for your time.

Please write to:
Fire HQ
Hinchbrooke Cottage
Brampton Road
Huntingdon
Cambs
PE29 2NA