

To: Cambridgeshire and Peterborough Fire Authority

From: Assistant Chief Fire Officer – Jon Anderson

Presenting officer(s): Assistant Chief Fire Officer – Jon Anderson

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Date: 16 June 2022

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## Annual Review of Integrated Risk Management Plan Performance

### 1. Purpose

- 1.1 The purpose of this report is to provide the Fire Authority with an annual review of delivery against our Integrated Risk Management Plan (IRMP) 2020-24.

### 2. Recommendation

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

### 3. Risk Assessment

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

### 4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim

to minimise the disadvantage suffered by people due to their protected characteristic; specifically age and disability.

## 5. Background

- 5.1 The IRMP is a public facing document covering a four year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The Service's IRMP 2020-24, published in April 2020, will cover the period from April 2020 to March 2024. This report focuses on the progress made in year two (2021-22) against the action plan.
- 5.2 The integrated risk management process is supported using risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our strategic and business delivery risk, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.3 The IRMP delivery is broken down into four areas for management and monitoring purposes in line with our excellence statements. These four areas are Community Safety Excellence, Operational Excellence, People and Value for Money. Under each area there are several activities we committed to deliver in our IRMP for 2020-24. These are listed in paragraphs 6 to 9, accompanied by a brief explanation of progress made in year two.

## 6. People Excellence Delivery Update

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

With the COVID-19 pandemic and consequential restrictions remaining in place for this year, we have had to look differently at how we ensure staff engagement continues within those restrictions. We have focused on coaching and developing managers to understand their accountabilities with regard to the engagement of their teams, this has been particularly important as we have a number of managers new in role at all levels. This has also involved working to understand more about what factors that impact on employee engagement have changed as a result of the pandemic, for example, by repeating our COVID staff listening exercise and running a staff engagement survey as part of our work to understand what our future ways of working will be. We have also been working this year to prepare the procurement of a new partner to work with on future engagement surveys, as our previous partner no longer operates in the UK market.

As COVID measures have lifted, we have been able to re-introduce opportunities for colleagues from across different areas of the Service to interact face-to-face once again, for example, a series of leadership days for Heads of Group and opportunities for professional support staff to visit fire stations once again.

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

We have welcomed a new Mental Health and Wellbeing Advisor into the Service during this year and have supported her to embed her role and develop a dedicated action plan to underpin our mental wellbeing strategy.

We completed the roll out of mental health and wellbeing training to all staff and evaluated the impact of this. The training was well received and we know there is ongoing work to continue to end the stigma surrounding mental health. Several staff have shared their personal stories which has been very impactful.

We also received substantial assurance as to our wellbeing strategy and approach through internal audit.

## 6.3 On-going work to improve the diversity of our workforce, including continuing to build long term relationships with our diverse communities through our community engagement and positive action programmes.

Our new Equality, Diversity and Inclusion Manager joined us at the end of Quarter One in this year and she has refreshed our Inclusion Plan, including our approach to and focus on, positive action to support the building of long term relationships with our diverse communities.

COVID restrictions for much of the year inevitably impacted on the number of community events that were happening (the few that occurred were largely on-line) and so we have focused on maintaining and developing contacts with community leaders and groups and worked to be ready to engage in community events in a co-ordinated way as they begin to be rescheduled. We expect to be busy in this respect in the coming year.

We have also agreed a business case to secure further funding to be able to employ additional resource dedicated to supporting our positive action work through to the end of this IRMP period.

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

- collaborative development programmes with other fire and rescue services and partner organisations,

- building leadership and management skills for the future,
- strengthening opportunities for staff to be responsible for their own learning, balanced with growing manager accountability for facilitating development of their staff.

We have increased capacity within the Learning and Organisational Development Team this year to be able to focus even further on this work which is vital to our longer term organisational success (funded from within existing budget). Focus has been on developing a framework in order to embed a coaching culture and on refreshing our programme of short development courses.

There has also been a focus on collaborating closely with colleagues in our operational Training Centre, to ensure full alignment and co-ordination across activities that support operational leader development. We have also run a further cohort of our Insight Programme for future leaders and our Successful Leadership Programme for middle leaders (formerly known as Aspire) and have evaluated the ongoing effectiveness of our collaboration with regional partners; the results of this have influenced our future plans.

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

This has continued throughout the year and is closely linked to our focus on ensuring managers understand how they directly influence employee engagement (see also paragraph 6.1 above). We are working to ensure that everyone understands the value of quality conversations in multiple spheres, including for wellbeing and career potential and aspirations, as well as current performance and development. We have refreshed our strategic thinking and approach to embedding quality conversations, ready to launch and reframe in the organisation next year.

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

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

Our Development Advisory Board has refreshed its focus and membership this year, now being led by the Deputy Chief Executive Officer, demonstrating that this area is of the utmost strategic importance to us for the long term. This

year we have launched a new succession planning tool and have been collating data for the wholetime operational workforce initially; this will extend to the wider Service next year. We have also been working to be ready to launch a new portfolio based route to promotion in 2022/23. Work this year has involved updating and strengthening our existing development portfolios and preparing to be able to upskill staff ready to assess and verify portfolios as robustly evidencing that an individual is ready for promotion to the next level.

We have also undertaken a review of the effectiveness of our various apprenticeship schemes, building recommendations into the new IRMP action plan as appropriate.

#### 6.7 Continual review of our recruitment and promotion processes to provide equality of opportunity and remove any unnecessary barriers to people joining or progressing their careers within the Service.

This year we have prepared to launch a new approach to wholetime recruitment, focusing on a 'rolling programme' rather than individual campaigns on an annual/bi-annual basis, which are very resource intensive. This is now ready to launch when our workforce planning indicates it is appropriate and necessary to do so.

We have continued to assess candidate and assessor feedback following all recruitment activity and have made changes where appropriate. At the end of the year this has led to a fundamental re-design of our approach to professional support staff recruitment, in order to be able to compete for talent and skills in a very busy and candidate driven post-COVID employment market and we are already starting to see success with the new approach driving down time to hire and maximising our chances of not losing candidates in a fast paced recruitment market.

### 7. Community Safety Excellence Delivery Update

#### 7.1 Further collaboration with health, social care and other partners to refine ways to identify and reach those most at risk of fire.

Our Protection Team liaise with the Care Quality Commission (CQC) to identify care homes that may be failing and therefore auditing of those premises can be prioritised. Fire safety regulations will mean that responsible persons of tall buildings will have to provide locations of vulnerable persons to the fire and rescue service. New collaboration with Anglian Water has produced a high number of referrals, creating interest from neighbouring services into this. CFRS are now exploring working with Cadent Gas and UK Power for further collaboration/data sharing agreements. Using data provided by the health sector on hospital discharges we are targeting high risk house occupants who are at risk of fire due to their immobility issues. We have upskilled an operational team to complete this work. Within prevention we have launched the on boarding and national online safety check tool.

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

Firebreak has now recommenced. To date CFRS has delivered three, one week courses. We have also delivered a condensed one day Firebreak intervention as a trial of concept. There are ongoing meetings with Healthy Schools to maximise the connections between CFRS and local schools, identifying where we can work to support those most in need of this intervention. Other partners have been approached to understand if we can support other organisations in accessing support via our Firebreak scheme for hard to reach groups such as Concrete Rose who shelter vulnerable people.

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

The Children and Young People Team (CYP) are connected via the National Fire Chiefs Council (NFCC) working groups to remain engaged in any new and emerging interventions. CFRS are also attending newly set up regional CYP meetings. Our chosen interventions are the Firebreak scheme and we are pleased that this year we are also back delivering 'Be Water Aware' presentations to school groups. Furthermore, to support water safety, particularly with children and young people, CFRS has collaborated with CFO Dawn Whitaker of East Sussex Fire and Rescue Service, who is the NFCC Lead on Water Safety, in a joint educational presentation. CFRS are developing our storyboarding with the Jet the Dragon animations to bring to life some important messages for our children and young people and some exciting opportunities are emerging with this.

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

We continue to work with local authority building control and housing to ensure that buildings are safe from fire. Action days are completed on a twice yearly basis working with multiple partners to provide mutual support, including rights to enter buildings with CFRS carrying out fire safety audits. Protection responds to requests from other agencies where fire safety issues are identified and enforcement may be required. Our hydrant department work with water companies and planning officers to ensure that hydrants are installed on new developments and others are inspected according to the inspection programme.

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

A sprinkler seminar is currently being arranged in liaison with local authority building control aimed at strategic partners including Councillors and local officials. This is scheduled for 23 June 2022. A separate conference is planned for autumn aimed at a tactical level for local developers and council staff to promote the installation of sprinklers. There has been a recent media campaign for a national sprinkler awareness day.

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

CFRS are an embedded partner with Vision Zero, the concept is zero road deaths in Cambridgeshire by 2040 and a 50% reduction in road deaths by 2030. CFRS supported a recent Vision Zero partnership event “Surround a Town” in Peterborough aimed at raising awareness of road safety. CFRS has delivered a number of ‘Biker Down’ sessions to motorcycle riders in Cambridgeshire and continue to do so face to face now restrictions are lifted. We are committed to supporting Project Edward which is a behaviour changing focus for road users with events in 2022 that we will promote. Recognising the efforts required to reduce the numbers of killed or seriously injured on our roads we are exploring PCC funding options to increase our team capacity by one temporary post to provide a road safety officer.

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

Within protection we have changed our inspection schedule within the Risk Based Audit Programme (RBAP) from 18 months to 24 months for high risk premises, which will support evaluation of completion of the programme every two years and improve ease of reporting. Protection dashboards are being revised to include other areas of evaluation such as unwanted fire signals and consultations. An assurance programme is in place for inspections using the Community Fire Risk Management Information System (CFRMIS) for reports and Continuing Professional Development (CPD) for inspectors.

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

The Fire Protection (FP) Team are part of the Community Risk Advisory Group. FP Officers sit within local safety advisory groups. The team support visits to high risk businesses in conjunction with our Operational Support Group who have specialist skills such as hazmat advisors. Prevention risk managers sit in the Community Risk Advisory Group to support decision making; risk managers have attended Safety Advisory Group courses and support them when required.

## 8. Operational Delivery Update

- 8.1 Continue to align operational resources to our risk and demand, understanding our response model options and the number of resources required to achieve them.

Project P137 Operational Response Review commenced at the end of 2021 and is now well established. This is taking a broader view of the way in which we use our existing operational resources to meet risk and demand. The outcomes from this project are likely to highlight opportunities to use our resources in a smarter way to meet our changing and growing risk/demand profile.

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

We have made good progress in bringing more On-Call appliances on the run to support co-responding. This is despite the limited resources that EEAST has available to enable this. Two additional stations have been trained and we will be bringing them online in June 2022. We will review the impact of this and then continue to add stations identified by EEAST where appropriate. Cost recovery has also been established which will mean CFRS will now be able to co-respond in a cost neutral way. This will improve the service received in our rural areas.

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

We are offering two types of initial training courses for our new On-Call starters. This offers better flexibility to meet the diverse needs of new staff and has been well received. We continue to revise our recruitment process to reduce the time from interest is shown to people being recruited. This includes, for example, stations being able to undertake fitness assessments to speed up the process.

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

There has been a delay in the implementation of the new mobilising system; despite our best efforts progress has been slow. We continue to focus our efforts on completing this work this year working closely with both Suffolk Fire and Rescue Service and our new providers, to limit risk and prioritise work to expedite the cutover date.

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



Four new fire appliances have been purchased and will be introduced later this year. A review has concluded looking at the number of fleet vehicles which has seen a reduction of our pool fleet by a third. Building on our commitment to modern technology and move towards sustainability we have started to introduce electric vehicles into our fleet with charging points installed at key locations. The Service has tendered for and introduced new dry suits into operational service and reviewed the equipment and fleet management structure to ensure that there is resilience within it to support the operational service.

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

Our work with National Operational Guidance is ongoing and we have embedded the operational information notes into service. We have commissioned an external audit to review and provide feedback to us. We continue to embed changes the National Operational Guidance delivers into our training and guidance documentation through working alongside our regional partner services to align procedures where possible.

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

The project to build the new training facilities and community fire station is progressing well and to schedule. Staff have been actively engaged in the design and the build of the new facilities. Plans are in place for these to open later this year.

- 8.8 Review current arrangement for operational training to ensure they meet the needs of operational staff.

We have successfully completed our enhanced training buildings at St Neots and Wisbech with work well underway at the training facility at Ely. The project overseeing the move of Huntingdon fire station and training centre to St Johns is going well; we hope to take over the site in September this year. Staff will have access to the enhanced training facility from January 2023. We have reviewed the provision of our firefighter recruit training and from 2023 we will undertake all new wholetime recruit training in house at our new training facility using various models to meet the needs of the Service.

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

Assessment and verification are key to ensuring and assuring the high levels of performance of our staff. The processes have been reviewed and contracts

been put in place to provide external verification and learning. This supports the ongoing assurance of our operational training and development of our staff. Supporting this we work within a newly established regional Operational Assurance Group to share and review learning.

## 9. Value for Money Delivery Update

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

The Emergency Services Mobile Communication Programme is run by the Home Office. This programme has seen several delays. We continue to support the programme and respond to all requests for information or actions within the required timescales. We have been primarily conducting coverage testing this year.

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

The project is making positive progress however it has been impacted by the COVID pandemic and the inability to meet face to face with our suppliers until recently. This year we have installed the new equipment and completed site acceptance testing. We have reviewed all the functionality of the system and completed key system connections.

### 9.3 Collaboration with other blue light services, including a rationalisation and sharing of estates as well as looking for joined up working practices.

The starting point of any commercial activity will be whether there is a collaboration/joint procurement opportunity (with another partner or blue light service) either by way of an existing framework which can be utilised or by sharing of procurement pipelines. Through national and regional work there will be opportunities for standardisation in procurement practices and adopting best practice within the sector.

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

Work has been progressed to migrate the existing technology to a new Cloud provider. This has allowed the Service greater flexibility to manage the required upgrade processes. The team also delivers key systems integrations to enable accurate data to flow across the organisation and reduce data administration activities. Significant activity has been focused on our On-Call payment processes.

- 9.5 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.

The rollout of Microsoft 365 has continued to improve access to resources from any location, while also improving virtual meetings and collaboration with partners and external agencies. Significant support has been provided to wider Service projects, including the new mobilising system.

- 9.6 Review spend across departments and contractual arrangements to inform enhancements and improvements to our procurement processes.

Spend across departments will be regularly reviewed by the Commercial Team through many ways, including but not limited to, analysing off contract spend in existing contracts, third party spend through the finance system to identify where contractual arrangements should be put in place, opportunities for rationalising the supply base by aggregation of spend and ensuring contractual arrangements are delivering against requirements. Regular reviews with end users and delivery of commercial awareness training and guidance will improve and enhance our procurement processes with timely involvement of the Commercial Team and specifications and requirements which meet the needs of the organisation whilst delivering value for money and opportunities for innovation.

- 9.7 Review how we use our resource across the organisation during periods of operational high demand.

Since this IRMP action was introduced, we have not seen the same hot summer spate conditions. Systems are in place such as phased response processes to enable us to utilise our resources differently, these will be evaluated as they are used. Work in this area will be reviewed moving forward under the Operational Response Review Project.

## 10. IRMP Performance Review 2021/22 - End of Year Performance

- 10.1 Our performance against our IRMP performance measures is monitored on a quarterly basis; below is the end of year performance for 2021/22.
- 10.2 We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.

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

**Rolling 12 months** ▲ 1.5%



**Rolling 5 Years** ▼ -3.8%



Over this year we have responded to the most critical incidents in urban areas in 7 minutes 36 seconds which is 84 seconds quicker than our 9 minute measure.

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

**Call Year to Date** ▲ 0.3%



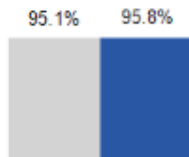
**Rolling 5 Years** ▼ -0.3%



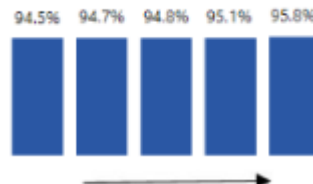
Rural attendance times have exceeded our measure of 12 minutes by 14 seconds, currently sitting at 12 minutes 14 seconds. Rural attendance analysis continues to show that nonaddressable locations, driven by vehicle and fire incidents are a barrier to meeting our rural attendance measure.

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

**Call Year to Date** ▲ 0.7%



**Rolling 5 Years** ▲ 1.3%



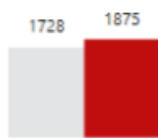
We continue to exceed this measure of 95% by 0.8% which is a slight increase on the last year.

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

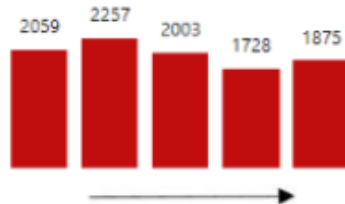
- the number of primary and secondary fires,
- the number of associated deaths and injuries from fire,
- the number of people killed and seriously injured on our roads,
- the number and type of special services that we attend,
- the diversity of job applicants and employees.

### Total Fires

Call Year to Date ▲ 9%



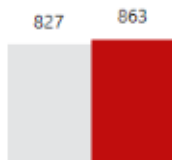
Rolling 5 Years ▼ -9%



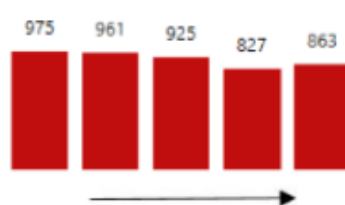
There has been an increase in total fires this year compared to last year however last year was impacted by the COVID pandemic. If we compare to 2018, 2019 and 2020 the total is less than these years.

### Primary Fires

Call Year to Date ▲ 4%



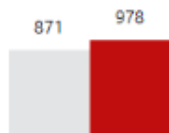
Rolling 5 Years ▼ -11%



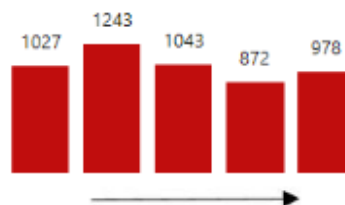
There has been a 4% increase on last year however the rolling five year figure is down by 11%

### Secondary Fires

Call Year to Date ▲ 12%



Rolling 5 Years ▼ -5%



Again, there has been a 12% increase on the previous call year and again looking at the rolling five year data this year is down by 5%.

## Fire Deaths

Rolling 12 months —



Rolling 5 Years ▲

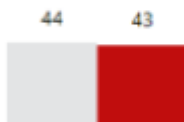


We have seen five fire deaths this call year which is comparable to the previous year.

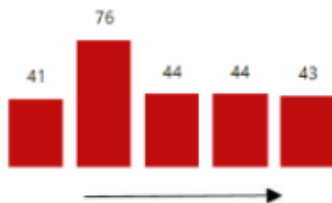
Three fire fatalities occurred in dwellings and two occurred in road vehicles.

## Fire Casualties

Call Year to Date ▼ -2%



Rolling 5 Years ▲ 5%

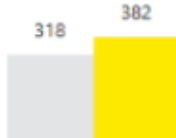


Fire casualties are similar across the rolling five years with the exception of the peak four years ago.

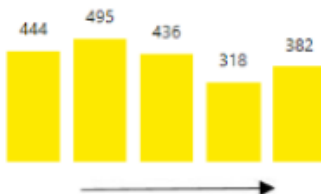
Of the 43 casualties, 34 occurred in the home, three in a work place, two in a road vehicle, three outdoors and one in a boat.

## Road traffic collisions attended

Call Year to Date ▲ 20%



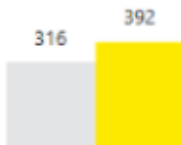
Rolling 5 Years ▼ -14%



We have attended 382 road traffic collisions in this call year, this is higher than the previous year but lower than the rolling five years.

## People killed or seriously injured in road traffic collisions

Call Year to Date ▲ 24%



Rolling 5 Years ▲ 3%

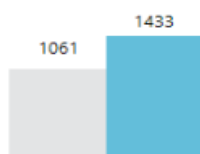


There have been 392 people killed or seriously injured in this call year. This is up by 3% against the rolling five years.

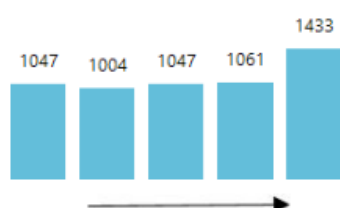
Police dataset, the last 12 months is provisional data.

## Special service incidents attended

**Rolling 12 months** ▲ 35%



**Rolling 5 Years** ▲ 37%

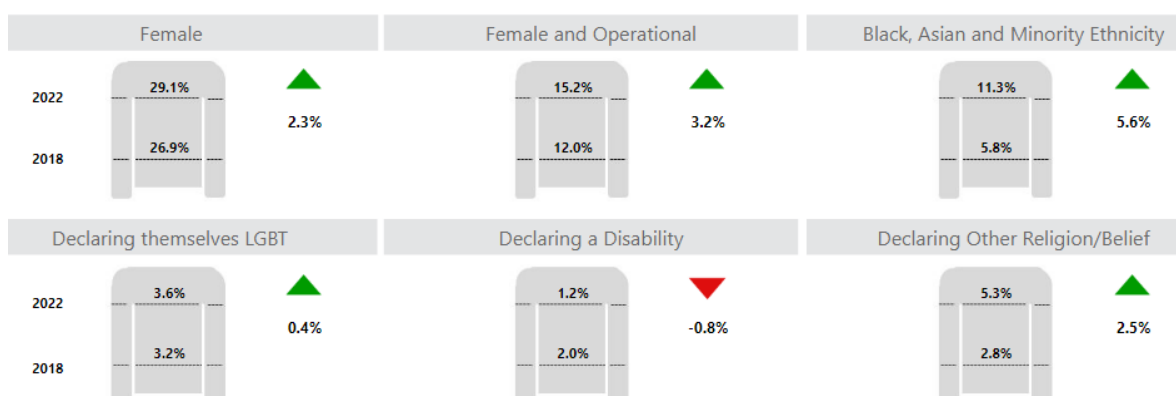


We have attended 1433 special services incidents this year. This is a 37% increase on the rolling five years.

537 incidents out of a total 1,433 incidents were assisting other agencies.

The largest contributors to this are an increase in co-responding and assisting other agencies (66% increase across five years), making safe and advising on non-environmental flooding (100% increase), rescue of trapped wild animals (64% increase) and attempted suicides (34% increase).

## Applicant diversity over a rolling five years



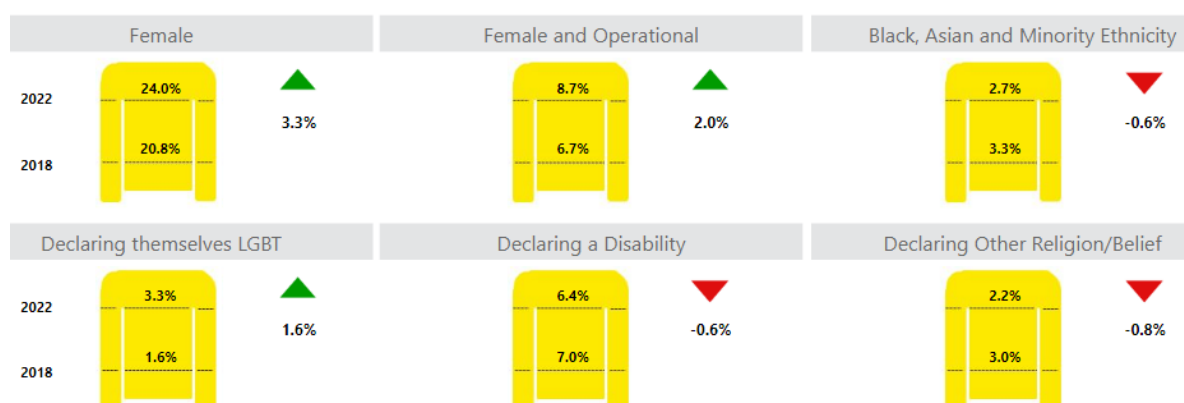
11.3% of applicants were from black and minority ethnic communities (8.3% of On-Call applicants and 15.7% of support applicants). This unfortunately does not translate through to the percentage of new recruits into the Service who are from black and minority ethnic backgrounds and we are working to identify where specifically within our recruitment processes we need to target our ongoing positive action activities.

29.1% of all applicants were female, 15% of On-Call applicants were female and this led to 15% of new On-Call recruits being female as well. Overall, 32.7% of all new recruits were female, this is higher than the current proportion of female staff in our workforce so will have a positive impact on our workforce profile.

5.3% of all applicants declared having a religion/belief other than Christianity. However only one of those applicants was recruited - this was 1.9% of all new recruits up from 0% last year.

9.6% of new recruits declared identifying as LGBTQIA+. This is compared to 2.7% of all new recruits last year and compared to 3.6% of all applicants declaring identifying as LGBTQIA+.

## Workforce diversity



Our full-time equivalent workforce on 31 March 2022 was 531.4 compared to 575.5 last year. The number of operational staff has decreased by 30 over the past 12 months, to bring the workforce back in line with the agreed establishment and eliminating the over-establishment that we have had in place over the past couple of years. This has been a managed process to retain experience and provide opportunity for skills transfer. Headcount is 619 compared to 639 last year.

The proportion of staff from black and minority ethnic communities is now 2.7%. This time last year we had 26 staff declaring BAME background in their equalities data, now we have 20.

24% of the workforce overall is female; 8.7% of the operational workforce. 22.9% of all managers are female, with 4.8% of operational managers female. 81% of Combined Fire Control managers are female. 57% of managers in our professional support services are also female.

**We will be working to support businesses to ensure compliance with the fire safety order and we monitor this through;**

**The number of non-domestic fires.**

We have seen 109 accidental non-domestic fires this year. This is comparable with the numbers over the previous five years.

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

There was a pause in the completion of business engagements undertaken by watches during the COVID period, with 16 business engagement reported in the previous year's figures however the Fire Protection Team has actively supported businesses within the community and has carried out both face to face and desktop audits. This year we have conducted 408 business engagements.



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

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

We continually monitor our collaborations to ensure that they are continuing to deliver benefits to the Service or our communities. We will cease collaborations if we find that they are not delivering the benefits as required. We actively seek to collaborate and over the past year have entered new collaborations, for example, our collaboration with Essex Fire and Rescue Service for the provision of safeguarding support and access to resources, this has provided both resilience and a cost saving. The Service has also entered a collaboration with EEA to utilise facilities at the HART Melbourn base. We conducted and received a COVID Peer Review with Cambridgeshire Constabulary and entered a collaboration for Level 4 Fire Safety Training Courses. We have considered collaboration for the disposal of used uniform. The Service has also entered collaborations to enable information sharing.

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

The Service looks to use technology to automate business processes and deliver improvements using technology. Work is delivered through the digital strategy to achieve these. Work has also been conducted to look at spend and identify ways to reduce these as well as engagement with suppliers to jointly look at ways to reduce the impacts of increased costs of goods. The Service continually evaluates activities to ensure that they are delivering the anticipated benefits and that we are making best use of our resources.

## Source Document

IRMP 2020-24

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