

## **Agenda Item no. 9**

**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:** 25 June 2020

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### **REVIEW OF INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE**

#### **1. Purpose**

- 1.1 The purpose of this report is to provide the Fire Authority with an update of our delivery against our Integrated Risk Management Plan (IRMP) 2017 - 2020.

#### **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 three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. This report focuses on the update of delivery against the IRMP 2017 – 2020 action plan.
- 5.2 The Service's IRMP 2020 - 2024 was published in April 2020 and will cover the period from April 2020 to March 2024. The first year of the IRMP 2020 - 2024 action plan is due to be reviewed in July 2020 to provide current activity status.
- 5.3 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring - we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.
- 5.4 The IRMP delivery is broken down in to 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 a number of activities we committed to deliver in our IRMP for 2017 - 2020. These are listed in paragraphs 6 to 9, accompanied by a short explanation.

## **6. Community Safety Excellence Delivery Update**

- 6.1 **Further collaboration with health and social care to develop safe and well visits, reaching more vulnerable members of our communities in response to the changing demography.**

We have trained our community champions, to increase our delivery options. This has given us the ability to support greater numbers of vulnerable people within our communities.

- 6.2 **Delivery of youth engagement initiatives across Cambridgeshire.**

Firebreak was successfully delivered throughout 2019; we are now in the process of finalising the programme for 2020/21. We have used information from our partners to ensure we are targeting young people where we will have the greatest impact.

- 6.3 **Work with partners and local authorities to support better regulation and ultimately safer places of work.**

During 2019 we continued to invest in up-skilling watch based staff and ensured that our fire protection team has the right skill set for the future as part of our overall succession plan. We are trialling a member of staff working alongside Local Authority Building Control, this will allow us to have early sight of planning applications and inform discussions at an earlier stage. We will evaluate this to see if the trial brings significant benefit, before expanding the initiative.

- 6.4 **CFRS will continue to forge closer and effective collaborations with Cambridgeshire and Peterborough road safety partnerships (CPRSPs) to reduce the number of road traffic collisions on our county highways. With both road safety partnerships now working as a collective, CFRS will support delivery of targeted road traffic collision reduction initiatives led by these multiagency partnerships countywide.**

We continue to be a key stakeholder within the CPRSP and continue to work closely with the police and other partners delivering road safety initiatives. This year we have seconded a member of staff to help deliver innovative road safety messages, this includes the use of virtual reality technology which has supported our delivery programme in schools.

- 6.5 **Build upon the successful integration of community safety teams in Peterborough, by considering the opportunity to further integrate the delivery of community safety with partners in Cambridgeshire.**

Although in the early stages, we are currently working with colleagues in Peterborough City Council and Cambridgeshire County Council, to explore a single delivery model that supports the whole county.

- 6.6 **Ensure that relevant staff are adequately trained in the delivery of fire prevention, fire protection and local resilience.**

Our new frontline firefighters continue to receive training in fire prevention. In addition we now have a third of our frontline staff qualified with a Level 3 foundation or a full certificate in fire protection. During 2019, we also provided training and guidance to our tactical and strategic commanders, supporting them with user guides aligned to Joint Emergency Services Interoperability Principles (JESIP). We have also provided training about multi-agency guidance from the Cambridgeshire and Peterborough local resilience forum (CPLRF) command and control plan.

- 6.7 **Evaluate the impact of prevention activity and use this information to improve our approach and to inform our approach with our partners.**

We have undertaken an evaluation of our safe and well visits. We learned that residents found the advice valuable but wanted easy to understand literature to be left with them. We have updated our written material and have developed further training material for staff.

- 6.8 **Ensure the delivery model for our community fire safety group is appropriate for the changing demands.**

We have expanded the role of our locally based community safety managers to include planning for significant local events such as music festivals. They will also coordinate safety messages about environmental risks such as flooding to relevant communities.

- 6.9 **Engage in prevention activities for field fires, to reduce the likelihood of them occurring and work to support planning of actions to better manage field fires if they occur.**

Throughout the summer in 2019 we engaged with farmers to develop and deliver education surrounding fires involving agricultural machinery. This equipment runs for extended periods during the summer in dry, dusty and combustible areas. We found that awareness and regular cleaning greatly reduced the instances of field and

agricultural machinery fires. This keeps harvests running and prevents financial loss to farms.

**6.10 Consider our resilience arrangements for major incidents to ensure they are fit for purpose and conduct detailed scenario planning of our business continuity arrangements against national risks.**

We reviewed and enhanced our planning and business continuity arrangements against national risks such as fuel disruption, disruption to power supplies, cyber-attacks and large scale shortages of personnel. This led to several exercises to test those plans, some of which were large scale, involving many partners and government agencies. This helped us to prepare and respond to reasonable worst case scenarios presented by an unmanaged exit from the EU and the worldwide pandemic caused by COVID-19.

**7. Operational Excellence Delivery Update**

**7.1 Align our operational resources to our demand throughout the day and night.**

We have agreed and are undertaking a trial Day Crewing Agreement which allows up to a total of five days per week for strategic standby appliances from St Neots and Ely to deliver improved services to our rural communities during the day. Through the use of our strategic standbys we continue to improve day time resourcing at On-Call stations. We have also introduced a new day time hours contract which allows a reduced number of hours to be offered by people during the day when availability is needed more.

**7.2 Enhance our ability to respond to complex rescue situations through the upskilling of our staff and the procurement of additional equipment.**

Work started in January 2018 to deliver the recommendations made through our review of rescue capability. The following activities have now been completed and will improve our response to:

- **Wide area flooding** – new rescue boats and engines have been procured. A bespoke internal training course has been designed and 90 per cent of the operators have completed training on the new boats; training was put on hold due to COVID-19 however this has now started up again. Once the new equipment is operational, the current boats will then be moved to St Neots where they will be used in conjunction with the Incident Support Unit (ISU) to form part of flood response.
- **Rescues from height** – Huntingdon crews are now fully trained rope rescue specialists. Their equipment and capability means they are able to respond to a much more diverse range of rescues from height.
- **Animal rescue** – Huntingdon, Cambridge and Dogsthorpe staff are trained to the nationally recognised Level 2 in Animal Rescue. Re-training of crews has been undertaken and also an agreement has been implemented with Manchetts Recovery who will provide specialist heavy duty lifting equipment that can be utilised in conjunction with our current equipment.
- **Bariatric patients** – every fire appliance in the county has a provision to provide assistance at a bariatric incident. In addition, the rope rescue team has advanced provision to provide safe and respectful assistance at bariatric rescues if required.

**7.3 Deliver alternative On-Call provision that enables us to improve service delivery and staff retention.**

We have increased the ways in which On-Call staff can make themselves available to increase our availability. We are close to completing our trial for phased response which allows On-Call staff to make themselves available with an hour's notice to support increased resilience during busy times. We have improved our recruitment process for the On-Call and saw real progress in our recruitment and retention last year. In 2019, we saw a peak in On-Call recruitment for over a three year period with 42 new starters compared with 36 starters in 2018 and 32 in 2017. More importantly we saw the number of On-Call staff who left the Service drop significantly to 22 in 2019 compared with 37 in 2018 and 34 in 2017.

**7.4 Introduce National Operational Guidance (NOG) to improve firefighter safety and enhance interoperability between fire services.**

Work continues with the NOG programme with active participation in consultations to new documents and aligning our procedures to agreed and published NOGs. We have just extended the secondment of a CFRS officer for a further year into the Central Programme Office in London, to ensure continued oversight of future developments. The region has now agreed to combine resources to complete the implementation collectively, with CFRS playing a key role moving forwards.

**7.5 Provide a cost effective and flexible approach to meeting our aerial capability requirement.**

The two new aerial appliances are currently in the final build phase, with anticipated delivery in September 2020. On delivery a full training and roll out process will begin across our operational stations.

**7.6 Introduce the replacement national emergency service communication system programme (ESMCP).**

There is little progress on the ESMCP as the Home Office is currently engaged in a major re-planning activity and refreshing the business case. Devices have been released for coverage testing and we will be starting to conduct these activities to ensure that we are ready to progress with the implementation as more information is released by the Home Office.

**7.7 Undertake assurance across all operational areas, ensuring we are delivering the highest standards incorporating risk information and health and safety.**

Operational assurance is well established and embedded across the Service; this area was reviewed as part of the HMICFRS inspection with positive feedback.

To highlight some areas and mechanisms in which CFRS now has assurance in place;

- Operational incidents of note receive debriefs at operational, tactical and strategic levels reviewing procedures, equipment, policies and operational skills,

- If officers do not take charge at incidents, they now assure the commander and complete assurance reports,
- Full exercise programme aligned to our blue light partners and cross border fire services (20+ exercises a year involving a minimum of four fire engines),
- No-notice exercise programme (20+ exercises a year using crews with no pre-notification, to test the first 20 minutes of incidents),
- A new training records database (TRaCS) allowing greater ease of recording and reporting training and operational competence,
- All core competence assessments are independently assessed via training centre,
- External learning is collated and shared across the Service to ensure we are learning and sharing all relevant lessons,
- All accident and near miss data is reviewed looking for operational trends and mitigating activities.

COVID-19 has impacted on the number of exercises that were delivered at the end of the IRMP period however plans are in place to ensure key areas of training are re-visited when we return to a normal state of business.

## **7.8 Implement functional fitness tests in accordance with the work of the FireFit national project.**

This work has now been completed and implemented from 1 January 2019. A fitness and wellbeing advisor provides analytical reporting based on implementation of the policy on a quarterly basis and an annual summary of key points.

## **8. People Delivery Update**

### **8.1 Refresh our development activities to better prepare staff for future management and leadership positions, including collaborative development programmes with other fire services and partner organisations.**

This year we have refreshed our Personal and Leadership Development Framework. Although it is intended for use by all and to support individual development in role, it also provides clarity and focus for those looking to develop their leadership careers. We have also continued to enhance our programme of development activities to ensure that there is something for everyone. We continue to deliver our Insights and Aspire programmes for new and developing leaders, the latter continuing to run in collaboration with our partners in Bedfordshire and Hertfordshire Fire and Rescue Services.

As well as our longer programmes, we have expanded our range of shorter 'pop up' sessions, with topics informed by the completion of a managers training needs analysis. The session entitled 'Developing Your Team' seeks to give managers the skills to hold quality conversations with their staff about performance and development, as well as sharing more information about our performance and career management processes (core part of our HMICFRS action plan). At the very end of the year as the COVID-19 pandemic began to affect our organisation, we were quick to adapt and offer pop up development opportunities and supporting resources to meet immediate and anticipated leadership and staff development needs resulting from the situation.

A programme of visits by the learning and development team has seen development sessions about mentoring and how employees can prepare for a good performance and development review conversation (PDR) rolled out to watch based staff (the latter was also offered to professional support staff).

A coaching needs analysis was also undertaken at the start of 2019 and actions are now rolling out to embed a coaching and mentoring framework in to the organisation, including the launch of an on-line programme with targeted modules and the training of a new cohort of coaches from across the Service, to refresh and expand the number of formally accredited coaches we have available to support our staff.

Finally, a programme to upskill leaders in the management of discipline and grievance investigations was delivered, following a successful pilot in 2018.

## **8.2 Creating and implementing an action plan in response to the results of our employee engagement survey.**

We carried out our second full employee engagement survey in October 2019 (following the last full survey in 2015 and a pulse check survey in 2017) and were delighted to see a 6% increase since 2017 in the proportion of staff who are fully engaged with the Service. It is notable that our engagement score of 66% places us as having one of the most highly engaged workforces across all organisations that Harris Interactive (who deliver the survey for us) work with, in both the public and private sectors, and notably over 20% more engaged than other emergency service organisations. We received an 80% response rate to the survey, giving us full confidence in what the results were telling us.

Work has continued to emphasise that all of our day-to-day work and interactions as leaders is what drives employee engagement. This has included further sessions at manager seminars to explore particular areas of engagement and the building in of engagement activities and focus into our various development portfolios (see below) and into our refreshed Personal and Leadership Development Framework.

A detailed review of the individual comments made in the survey responses was underway but has been delayed by business continuity resulting from COVID-19. Creating engaged employees remains at the very heart of our people strategy and our focus moving into the new IRMP period. The results of this survey have enabled us to be confident that in maintaining our focus on continuing to develop our organisational culture to ensure that CFRS is a welcoming and inclusive place to work, and one which supports all staff to thrive, we are focusing on the areas that matter most to our staff.

## **8.3 Continuous improvement of relationships and working practices with our representative bodies.**

This has continued over the past 12 months, with the success of the negotiations to pilot a new day crewed agreement followed by the start of negotiations to review and revise the agreement for our training centre model. This has been delayed by business continuity caused by COVID-19 but is expected to resume in the new financial year. We continue to seek to work proactively and collaboratively with representative bodies across all areas of the Service and enjoy overall positive industrial relations as a result.

## **8.4 Strategic consideration of resourcing and strengthening our succession planning.**

We continue to regularly review and update our workforce planning data. We are now working to understand our predicted wholetime workforce changes for a 15 year period, to inform our longer-term planning and anticipate strategic resourcing needs for the medium term.

We continue to focus on supporting managers to have quality conversations with their teams about performance and development. These are important to properly inform our new succession planning process, implemented from January 2020. This gives a framework within which we can more robustly identify our future talent at junior and middle manager levels and ensure development provision meets their needs. Training and guidance was provided to managers on how to use it most effectively. This complements ongoing work to embed our career management processes, with the Development Advisory Board now fully up and running and further development portfolios launched this year meaning we now have portfolios for all operational roles up to Group Commander, offering staff focus and structure to their immediate and longer-term development planning. We also have core portfolios for levels of professional support staff roles, which can be added to with particular professional specialisms.

#### **8.5 Reviewing our recruitment and promotion processes to ensure we are focused on assessing the skills needed for the future.**

We continue to review and refine our recruitment and promotion processes to ensure they deliver against our strategic resourcing and succession planning needs, with change made based on feedback from both candidates and assessors, as well as learning from best practice and evolving technology. There are now stronger links with our development pathways and in particular our refreshed Personal and Leadership Development Framework. Training is now mandatory for all assessors, complemented by assessor briefings before all recruitment/promotion processes commence. We continue to consider how to better deliver our recruitment and promotion processes for our longer-term strategic success, removing all unnecessary barriers to enable us to find the right people to fill our vacancies both for now and the future.

#### **8.6 Further work to ensure that there are no barriers to improving the diversity of our workforce, including reviewing access and opportunities for disabled colleagues, more work to support greater gender diversity in different areas of the workforce and working to build long-term engagement with black and minority ethnic (BME) communities.**

Work to build greater-long term engagement with our BAME communities has continued through our positive action work plan, driven by our positive action officers working with the cross-Service Positive Action and Community Engagement Group. The impact on the diversity of candidates who registered interest in applying for our wholetime recruitment campaign in 2019 was noticeable, although we recognise there is more work to do, as it did not fully translate to a more diverse applicant pool. It showed progress on previous years but it did not fully reflect the diversity of our communities which is what we aspire to. Work continues to understand the reasons for this, set against the context of knowing that this has always been identified as work that must be longer-term in nature if it is to be truly embedded. Further work has also been undertaken this year to embed understanding for staff of the value of positive action and to help us further understand the real and perceived barriers to pursuing a fire service career, including for career development of existing staff.

We completed our second work placement under the Disability Confident scheme and work has been undertaken to promote the scheme further to managers for



consideration of future placements. In summer 2019 we also welcomed a disabled graduate to complete an internship for us as part of the Leonard Cheshire Change 100 programme.

We have also this year launched an enhanced contractual maternity pay scheme, tripling the amount of full pay a woman receives when on maternity leave. We have also launched new maternity guidance documents, for both pregnant employees and their line managers and have also begun to develop similar refreshed guidance for paternity.

#### **8.7 Introducing apprenticeship schemes into the Service to provide alternative career paths.**

This year we have started 20 new apprenticeships in leadership (at varying levels encompassing new to middle level leaders) and specialist professional support roles all for existing members of staff. We have also started our first cohort of firefighter apprenticeships as new wholetime recruits, working in partnership with the Fire Service College. More will join in early 2020/21. We also continue to lead national work to develop procurement frameworks for apprenticeships enabling greater ease of use of apprenticeship standards within the sector.

#### **8.8 Conducting an equal pay audit.**

Recommendations from the equal pay audit received in quarter 4 of 2018/19 were presented to and approved by the Fire Authority in summer 2019. Throughout the last year we have worked with a specialist external consultancy to design and begin to implement a new pay structure for management band professional support staff as this was the key recommendation made. Final full implementation was delayed from the anticipated date of April 2020 due to the sudden on-set of business continuity relating to COVID-19, however implementation is now expected in the first part of the new financial year.

#### **8.9 Considering further opportunities for workforce reform as recommended in the recently published Thomas Review into terms and conditions of employment for operational staff in the fire and rescue service.**

A paper was brought to the Fire Authority in January 2017 detailing the gap analysis work that had been undertaken with regard to the Service's position against the recommendations made in the Thomas Review. Actions to bridge identified gaps have been built in across the IRMP action plan since 2017.

### **9. Value for Money Delivery Update**

#### **9.1 Property consolidation and collaboration with other blue light services, including a rationalisation of estates in Huntingdon in partnership with the police and ambulance services.**

The formal plans for St Neots are being developed by Cambridgeshire Constabulary. Once complete, station staff will be consulted and briefed on the proposed use of the site, which may include a police enquiry office. St Ives premises sharing is not being taken forward.

The Service has asked the Constabulary for a detailed plan of their space requirements for shared facilities at Cambridge. A formal assessment will be made on viability once this information is received. It is anticipated that further updates on

progress with the property shared service will be provided to the respective bodies in December 2020 and February 2021.

**9.2 Supporting national, sector wide spend analysis and in turn support the development of future procurement strategies.**

Continuing to support the work of the National Fire Transformation Team through the Strategic Commercial Board. CFRS has actively engaged in the programme, undertook trials of the spend analysis exercises and efficiency savings exercises which will now be, as a minimum, an annual programme. CFRS has established a savings tracker to support this work along with processes to understand spend to help inform future national procurement pipelines or more regional and local approaches.

CFRS has continued to submit significant data over the last 12 months, which includes future pipelines, details of third party spend, procurement maturity questionnaires, responses to project specific questionnaires from across the sector and engage with other public buying organisations. CFRS continues to lead on the professional services category and is currently heavily involved in the delivery of an apprenticeship framework and fire specific training, as well as promoting the Fire and Rescue Services Indemnity Consortium. CFRS continues to use, where possible, existing frameworks and has recently let a Pre Hospital Emergency Medicine Framework available for all blue light services which has had take-up from fire services.

**9.3 Potentially sharing officer cover more widely across the region to deliver cost savings as well as increased resilience and sharing areas of specialism.**

We currently have a shared area commander rota with Bedfordshire Fire and Rescue Service. There is also an on-going piece of work regarding enhancing the resilience of the chief officer group for incidents with this partner.

We have expanded this collaboration further with positive agreement now in place to share operational officer specialist skill sets (fire investigation, hazardous materials and inter agency liaison officers). A full memorandum of understanding has now been signed across the region to enhance and standardise our response to operational incidents.

**9.4 Explore, through an established blue light strategic interoperability board, opportunities to work together in the use of property, staff, training and equipment to improve the service provided to communities.**

The strategic interoperability board continues to deliver a number of memorandums of understanding (MOUs) between services to enhance delivery to the community. Full documentation is available giving more detail and has continued to grow across this IRMP period as opportunities arose.

**9.5 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 substantially completed to migrate all our processes to our cloud environment. Processes have been delivered that support our people work strands

improving our personal development reviews (PDRs), career management processes and also looking at training bookings. The work here also integrates our existing data sets and improves accessibility and accuracy of data across our Service.

**9.6 Support the existing ICT Shared Service while exploring additional opportunities to collaborate with partners on ICT projects. This helps in maintaining secure technical platforms and reduces the risks from cyber-attacks.**

We have undertaken a large scale collaborative project with Bedfordshire Fire and Rescue Service to upgrade our Wide Area Network (WAN) provision, providing improved connectivity between stations and the internet. We have continued to procure software jointly with Bedfordshire, where appropriate, to achieve economies of scale. Our ISO 27001 certification has been maintained to ensure we are well placed with regard to cyber security risk reduction activities.

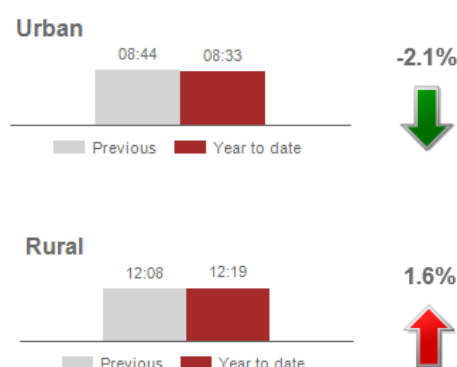
**9.7 Incorporate Community Safety Risk planning within the planning work to create the new IRMP.**

The IRMP 2020 - 2024 work has been completed and we launched our new IRMP in April 2020. Significant work was conducted to engage with all staff across the Service to create our plan and define how we would respond to our risks and opportunities. As part of this work we also conducted detailed financial modelling to understand the costs of our activities. Public consultation was also carried out using focus groups to discuss key points.

**10. IRMP Performance Review 2019/20 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 2019/20.

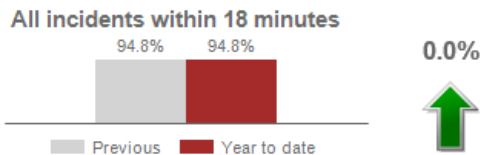
10.2 **We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.**



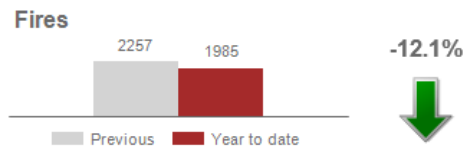
The average attendance time for the 1<sup>st</sup> pump in urban areas remains positive and within our 9 minute performance measure, we are on average attending in 8:33 over the year compared with 8:44 the previous year.

Within rural areas the 1<sup>st</sup> pump has been over our 12 minutes performance measure and we completed the year at 12:19. We are continuing to look at this measure to see how we can reduce this number and we have seen in the last four months of the year we have only been over the measure on one occasion.

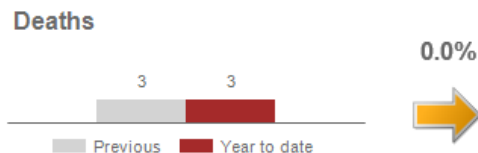
We have seen the measure for first pump in attendance within 18 minutes on 95% of occasions at 94.8% for this year which is the same as the previous year. This measure is closely linked to our rural attendance times and as we focus upon these we will see this measure also improve.



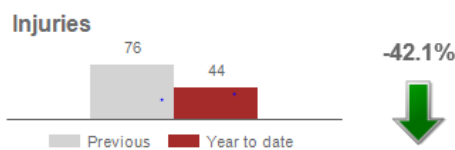
**10.3 We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities.**



Total fires were down by 272 for the year 2019/20 compared to the previous year. We have seen less secondary fires, an average number of accidental dwelling fires, less non-domestic fires and far less deliberate fires compared to 2018/19



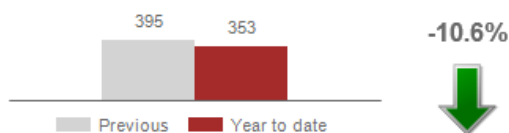
We have had three fire fatalities recorded in the first quarter of year 2019/20.



There have been 44 casualties from fire in the 2019/20 financial year compared to 76 at the same time last year. This is a 42.1% decrease.

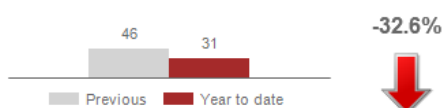
**10.4 We will continue to work with our partners to reduce the number of people killed or seriously injured on our roads.**

The latest available data from police accident data is December 2019.



The number of people killed or seriously injured in road traffic collisions has decreased by 42 compared to the same period the previous year. However, it must be noted that the data available to us is only that up to December 2019.

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

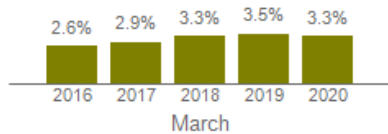


There has been a decrease in the number of co-responding incidents attended this year compared to last year. The reason for this is most likely due to the single call type we attend.

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

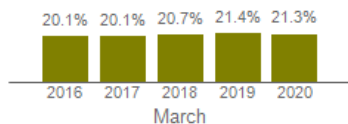
#### **Current Workforce**

**Total BME Staff**



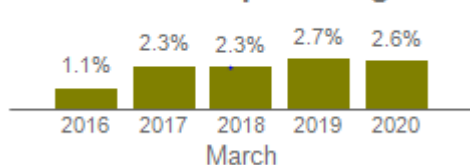
There has been an overall gradual increase in the diversity of our workforce over the past five years. There has been an increase in BME staff from 2.6% (17 members of staff) in 2016 to 3.3% (24 members of staff) in 2020. In 2015 1.9% of our staff were from a BME background.

**Total Female Staff**



Overall our female workforce has increased slightly since 2015 (20.1% or 131 members of staff in 2016 up to 21.3% or 154 members of staff in 2020). This increase is made up of an increase in the proportion of females in our operational workforce balanced with and a decrease in the proportion of females in our support workforce. In terms of applications, 56% of applications to Control are from females (33 individuals), 51% of professional support applications (89 individuals), 15% of on-call (28 individuals) and 12% of applicants to wholetime (31 individuals). Overall almost 33% of recruits in this year were female (20 individuals); just over 2% higher year on year.

**Total Female Ops Managers**

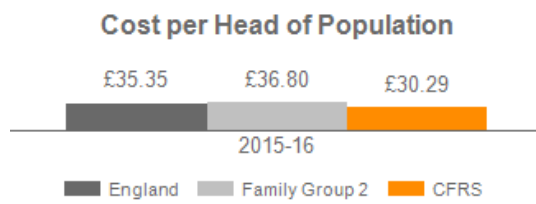


We have seen a slight increase in the number of female operational managers in the last 5 years, from 1.1% in 2016 (2 individuals) to 2.6% in 2020 (5 individuals). In 2015 the proportion of female operational managers was 0.6%. The number of BME managers has also increased slightly over the past 5 years, from 2.5% in 2016 (6 individuals) to 3.8% in 2020 (10 individuals).

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

#### **Value for Money**

Our cost per head of population is £30.29, which is lower than our family group (fire and rescue services of a similar size and demographic) and also the all England figure of £35.35.



## BIBLIOGRAPHY

Source Document	Location	Contact Officer
IRMP 2017 – 2020	Hinchingbrooke Cottage Brampton Road Huntingdon	Jon Anderson 07711 444201 <a href="mailto:jon.anderson@cambsfire.gov.uk">jon.anderson@cambsfire.gov.uk</a>