



# Annual Report and Statement of Assurance 2017/18

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**CAMBRIDGESHIRE  
& PETERBOROUGH  
FIRE AUTHORITY**  
*Working together to improve community safety*

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

The report covers the financial year 2017/18 and summarises our performance over the 12 months and how we spent your money in delivering priority services. It includes 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 2017/18



### April

The Service's training centre hosted newly qualified doctors and paramedics from Magpas Air Ambulance for a two-day training course. The course was part of the group's induction programme and was designed to give the new staff an insight into how the services work together when responding to an emergency.

Around 250 students needed to be evacuated when a fire started in an extractor fan in a Cambridge student accommodation building. More than 40 firefighters were called to the incident at Varsity House, which started in the kitchen and spread to the roof. The fast actions from the first crews at the scene prevented the fire from spreading to the rest of the building.

A work experience opportunity provided by the Service led to an individual successfully returning to work. After being awarded the national Disability Confident Leader accreditation, the recruitment team worked with Jobcentre Plus in Huntingdon to provide a work placement for an individual living with a disability. Spending time working with the business support group, the hydrants team and the property group provided hands on experience, which then allowed the individual to find employment after finishing their placement.

### May

Firefighters at Littleport Fire Station were presented with a trophy and a chocolate hamper by The Fire Fighters Charity for most funds raised in the east of England during its Christmas challenge. The crew raised £1,400 from their annual Christmas bingo night, which they have hosted for more than 40 years. The event was supported by donations from around 50 businesses and donations from local residents.

More than 50 firefighters tackled a fire in a thatched property in Great Gransden. Crews from across the county and neighbouring Bedfordshire, worked through the night to try and save the house, but sadly the fire spread rapidly and got hold of the roof, which collapsed into the first floor. Crews managed to salvage as much as they could from inside the property and the owners escaped unharmed.

### June

More than 800 people visited Whittlesey Fire Station to celebrate its 50th anniversary. The celebrations included a procession of vehicles through the town centre, with residents lining the streets to show their support. The open day raised £1,800, which was split between The Fire Fighters Charity and Magpas Air Ambulance. Later in the year, a special mural was unveiled at the station to mark the station's anniversary.

Following the tragic fire at Grenfell Tower, the Service moved quickly to ensure residents in Cambridgeshire living in high-rise properties were given fire safety advice. Every residential high-rise building was visited within a week of the tragedy, with further inspections carried out to ensure exits and communal areas were clear. More information about the Service's response to the Grenfell Tower fire can be found in the community safety excellence section on page 24.

A chemical spillage reacting to high summer temperatures presented a significant challenge to crews. Firefighters from Cambridge, Cottenham, Burwell, St Neots and Huntingdon were called to an industrial premises in Duxford. The chemical was contained before it affected the water supply.

### July

More than £2,500 was raised at the always popular annual open day at Dogsthorpe Fire Station. The money raised went to The Fire Fighters Charity and to a local four year old girl called Halle, who suffers with Cerebral Palsy. The funds went towards Halle having a life changing operation to help improve her quality of life.

Stanground Green Watch welcomed a group of visitors from Fulbridge Academy in Peterborough to the station. The group was invited after making a fire safety video for fellow pupils explaining what to do when the school fire alarm sounds.

### August

A fire involving around 500 tonnes of mixed recyclable waste in Waterbeach led to residents needing to keep their doors and windows closed. Crews worked with on-site staff to ensure the fire didn't spread to other areas.

### September

Firefighters and officers from Papworth, Gamlingay and St Ives were called to a practice scenario involving an explosion at Papworth Hospital, which also required police and ambulance support. The exercise tested the crews' response procedures while also practising working with partner agencies.

Women and other under-represented groups were encouraged to have a go at being a firefighter as Huntingdon Fire Station hosted a two-day event. As well as myth-busting some of the common misconceptions about working for the fire service, a range of activities were available to showcase the role of a modern firefighter.

### October

Collaborative working enabled the A14 to reopen quicker following a lorry fire near Catworth. Working with local waste collection firm Mick George, the lorry was moved in a fire and police convoy to one of its nearby sites. This allowed police officers to reopen the road and firefighters to check the fire was out and make the lorry safe.

### November

Wisbech became the first fire station in the county to host a blood donation session. More than 100 donors came to give blood, saving NHS Blood and Transplant the cost of an alternative venue. Chief Fire Officer Chris Strickland made his first donation on the day. More sessions will hopefully take place in other stations around the county as the partnership develops.

Working with police and the Cambridgeshire and Peterborough Road Safety Partnership, the Service launched Project Pictogram. This initiative, initially developed in Hampshire, involves fire and police vehicles displaying safety information, in the form of circular pictograms, to inform motorists of the four fatal factors in the majority of serious collisions.

A collaboration with Cambridgeshire Search and Rescue saw a new welfare unit introduced for staff to use at long-running incidents. When required, the vehicle will be delivered by on-call volunteers to any location in the county to provide crews with washroom facilities.

### December

Seven new wholetime recruits joined the Service after finishing their initial training course with South Wales Fire and Rescue Service.

### January

The Service hosted its annual Excellence Awards at the Marriott Hotel in Huntingdon celebrating staff achievements and long service. The event was hosted by Chief Fire Officer Chris Strickland, with medals for long service presented by Deputy Lieutenant of Cambridgeshire Colonel Colin Elsdon DL.

Two additional fire engines are now available during the day after the Service introduced a new wholetime shift system. The two roaming fire engines are based in areas where on-call fire engines are not available during the day. More information can be found in the operational excellence section on page 20.

### February

Staff showed their support for LGBT History Month by sporting various rainbow flag items, such as bootlaces and lanyards. CFRS badges were also made that combined the Service's badge with the flag, which were sold to staff to raise money for The Kite Trust, a Cambridge based LGBT charity. Emergency service partners also gathered together to display a special version of the rainbow flag, which was displayed near the fire and police headquarters site.

A local rotary club partnered with the Service to fund smoke alarms for vulnerable adults. The Whittlesey Rotary Club donated more than £700 to fund the purchase of smoke alarms for those most vulnerable in and around the town.

### March

Cambridgeshire County Council allowed Ely firefighters to test their response skills at a disused bowling alley and soft play complex. The crew organised an exercise involving missing casualties.

The Service launched a new interactive area on its website to promote fire and road safety to young people. Developed by Matmi, Sparkton is an online town that children can explore, play games and learn safety tips. Sparkton was developed through collaboration with a number of other fire services in England and Wales.

## 2. Foreword

# Welcome to our annual report and statement of assurance for 2017/18

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 is vast and that so much good work goes on behind the scenes to continuously improve our service to you.

With more than 800,000 residents to serve across the county, our staff have a challenging job but one that is extremely rewarding. The people of Cambridgeshire are at the centre of everything we do and we strive to ensure it becomes an ever safer county.

Our partnership work with other agencies has continued to expand. We've signed a new agreement with NHS Blood and Transplant to use our fire stations to host blood donation sessions, meaning we can help save more lives. This started in Wisbech and we are keen to have sessions at other stations across the county. We've also partnered with another local Rotary Club, this time in Whittlesey, which has agreed to fund the purchase of smoke alarms for residents. This allows us to invest our money into other community safety activities.

The work we do in our communities, particularly helping the most vulnerable residents, continues to be a key focus. Our community safety officers and crews continue to visit vulnerable residents to provide Safe and Well visits, which not only help with fire safety advice, but also ensure they are warm, nourished and have access to the services they need.

We continue to look at ourselves to innovate and ensure we are doing the best we can. One concept that has proven to be very successful already is the installation of portable misting systems into the homes of the most vulnerable residents. These systems work in a similar way to a sprinkler system, but without damaging the property. You can read more about misting systems in the community safety section on page 24. One has already activated and helped to save a person's life.

Our innovation is not exclusive to community fire safety. For a long time we have been searching for ways to improve the levels of operational cover in rural areas of the county during daytime hours. Although we continue to recruit on-call staff in these areas we still struggle to have enough on-call firefighters to respond during day time hours at some stations.

The introduction of a new shift system for wholetime firefighters has enabled two additional fire engines, known as roaming pumps, to be available in rural areas in the day when the local on-call crew is not available. This has been done without impacting on the number of 24/7 fire engines available throughout the rest of the county. A case study about the roaming pumps is included in the operational excellence section on page 20.

Due to societal changes and a reduction in incidents, recruiting and retaining on-call firefighters is a challenge to us locally, but it also reflects the national picture too. We have already put in measures to ensure we have fire engines available in key locations but it is something we will continually look at to see what more we can do.

Working closer operationally with our partners has been a key focus over the last year and we take a leading role in the local resilience forum. The tragic incidents over the last year including the Grenfell Tower fire and the terror attacks in Manchester and London show the need for emergency services and other partners such as county and local authorities to operate together seamlessly. This only comes with understanding the roles we each play and



exercising scenarios, which is a key part of the local resilience forum's work.

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 embrace. We are increasing the diversity of our workforce year on year which will only help to further improve our service to all communities.

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](http://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



Stay safe, stay connected [www.cambsfire.gov.uk](http://www.cambsfire.gov.uk)

### 3. Statement of assurance

# 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 2017/18 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 18

Financial Matters – pages 33-36 - Financial Performance and Governance

Governance Matters – pages 37-38 – Financial Performance and Governance

Signed:




#### 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.

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.

#### 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. This date has been delayed and currently the Fire Authority is seeking a judicial review against the decision as it believes there is insufficient evidence to suggest the fire service will be better off under the police and crime commissioner. In the meantime it is business as usual for the fire service and the fire authority.

**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.**

The Fire Authority records its appreciation for the contribution of the following councillors who served on the Fire Authority during 2017/18:

#### Current members of Cambridgeshire and Peterborough Fire Authority



**Kevin Reynolds**  
Chairman



**David Over**  
Vice-Chairman



Andrew Bond



Simon Bywater



Ian Gardener



Derek Giles



Janet Goodwin



John Gowing



Lynda Harford



Mohammed Jamil



Sebastian Kindersley



Mac McGuire



Lucy Nethsingha



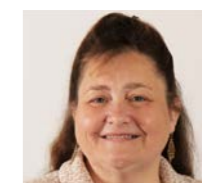
Terence Rogers



Jocelynne Scutt



Mike Shellens



Mandy Smith

Sir Peter Brown  
(Chairman)  
Donald Adey  
Barbara Ashwood

Ralph Butcher  
Daniel Devine  
Roger Henson  
James Lillis

Mervyn Loynes  
Paul Raynes  
Paul Sales  
Joshua Schumann

# 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:

- Operational Support
- Resilience
- Service delivery and the command and control of our 28 operational fire stations
- Community Safety (Fire Prevention and Protection)
- Equality and Inclusion
- Resource Management and Occupational Health
- Safeguarding



**Matthew Warren** Deputy Chief Executive

Treasurer to the Fire Authority

- 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)
- Human Resources, Learning and Development and Recruitment

# 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.



## 5. The communities we serve

# Our community

### 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 in 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 individual flats in a block or family home.

### 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/5959/1896534.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5959/1896534.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 gov.uk website.

### 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 2017/18 will be published in our equalities compliance report due out in December 2018.

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



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 2015 - 2018 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 five 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.



## 6. How we serve our community

# Our service

The Service is run by a management team headed by the Chief Fire Officer (see page 10 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 9. 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, support departments and the UK's first Combined Fire Control are all based at our Service Headquarters in Huntingdon.



### Our heritage

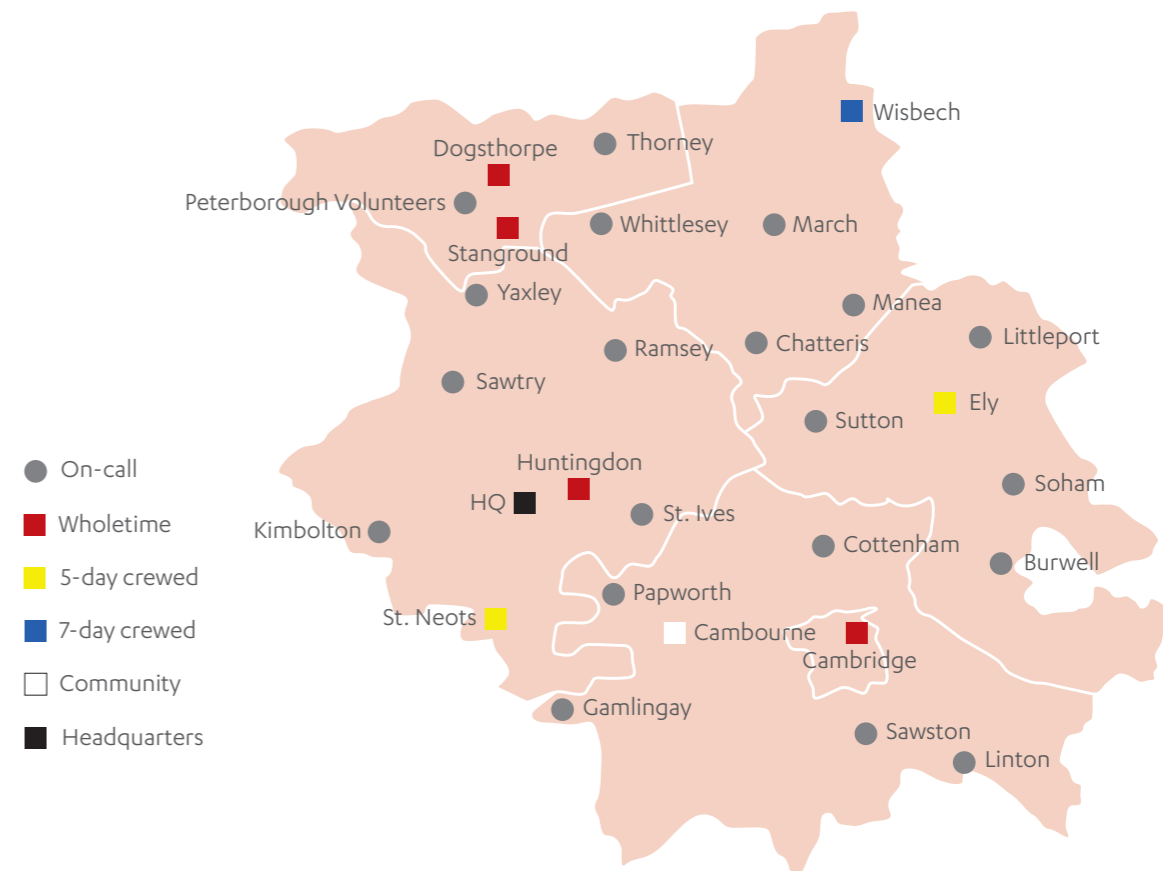
Cambridgeshire is a county of contrasts in the East of England. The county's towns and cities are steeped in history and have evolved over centuries. Cambridge is a university city of old streets, ancient colleges and bridges spanning the River Cam. Ely has a magnificent Norman cathedral and Huntingdon 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 principle rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.



We employ 264 wholetime firefighters (including principal officers) and 239 on-call firefighters. A total of 42 staff operate our Combined Fire Control, mobilising appliances across Cambridgeshire, Peterborough and Suffolk. 159 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.





## 7. Achievements towards our strategic aims

# Our vision and strategic aims

Our vision is for safe communities 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 our strategic aims:

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



## 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:

**Welcome** – we welcome people into the workplace and create a working environment that is open and inclusive, which offers help and support.

**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.

**Dignity** - our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.



# Our plan

## 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>

## Progress against our IRMP 2017-20

The next few pages outline what we delivered in 2017/18 against the priorities in the IRMP, set out under each of the four strategic aims:

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

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 will:

- 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 2017/18 we:

- Introduced an innovative crewing model that utilises our existing full time firefighters differently, providing two additional fire engines in the day time (when most of our incidents occur), seven days a week.
- Successfully delivered multi-agency training and exercises across all levels of command, as part of our role within the local resilience forum, to ensure not only are we prepared and able to respond to a large incident or major emergency but so are our partners.
- Targeted recruitment of on-call firefighters at specific fire stations to improve our on-call fire engine availability. This has seen us welcome and train 26 on-call firefighters last year.
- Continued utilisation of the on-call crewing standby system, supporting the increase in the number of fire engines available to respond to emergencies during busier periods. This involves on-call firefighters who are not needed at their own fire station that day, going to work at another fire station which is understaffed so its fire engine can be available.

- Successfully trained and introduced seven new full time 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.
- Introduced new and improved Mobile Data Terminals (MDTs) onto all of our fire engines, which provide operational crews with up-to-date risk information and mapping whilst en route to, and dealing with, emergencies.
- Developed and built, in collaboration with the Environment Agency, a new Incident Support Unit. The vehicle's primary role is to deal with hazardous material and environmental risk incidents, however, its flexible design allows the vehicle to be used for many types of incidents, improving our service to the community.
- Led a group of regional fire officers to collaboratively ensure that National Operational Guidance is efficiently introduced into our training and operational activities.
- Established and embedded the operational assurance and learning group into the Service, which ensures all possible learning is identified (both internal and external), acted upon and shared so that our operational service is as good as it can be.

## Case Study

# Introduction of two additional fire engines to respond to rural areas



Cambridgeshire is a largely rural county and only seven of our 27 operational fire stations have a full time crew in the day. Our other fire stations rely on people who live or work nearby to provide on-call cover. They have to drop everything and get to the fire station if there is a 999 call in their area. We, along with most fire and rescue services, have found that our availability of fire engines at these stations has decreased over the last five years despite ongoing recruitment drives and the effort existing on-call firefighters make to keep the fire engine available.

Working closely with staff and representative bodies, we analysed all the information available and considered innovative ideas on how we could improve the service we provide. As a result we reviewed our wholtime firefighter resources and agreed to reallocate firefighter posts that were dedicated to specialist vehicles at Cambridge and Peterborough, as well as the tactical delivery group which already worked to provide additional resilience to on-call stations.

Area Commander Jon Anderson, who led the work, explained: "By reallocating these posts and making some changes to the shift pattern firefighters work, we were able to introduce two additional fire engines in the day. These fire engines are designated roaming pumps which means they do not have to stick to a specific station area. Instead, they are sent to rural areas, one in the north and one in the south of the county, on a daily basis depending on need and generally cover areas where the on-call fire engines are not available. They operate during day time hours when demand for our services is higher and they are crewed seven days a week."

When not attending incidents, the crews carry out community safety work including safety visits to elderly and vulnerable residents, as well as visiting local businesses to ensure they comply with fire safety legislation.

Jon continued: "We are always looking at ways to improve our service and this gets all the more challenging with a reduced budget year on year. This initiative shows that by understanding the risk in our communities, analysing our performance and working with the unions and our staff, we can find ways to use the resources we have more effectively to keep our communities safe."

The performance of the additional crews has been monitored and in the first four months we are already seeing a positive impact which we hope will continue.

In the first six months the additional crews have attended 190 incidents and carried out more than 800 hours of community safety activity. These hours include home safety visits to vulnerable residents at greater risk of fire and engaging with local business.

## 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 2017/18 we:

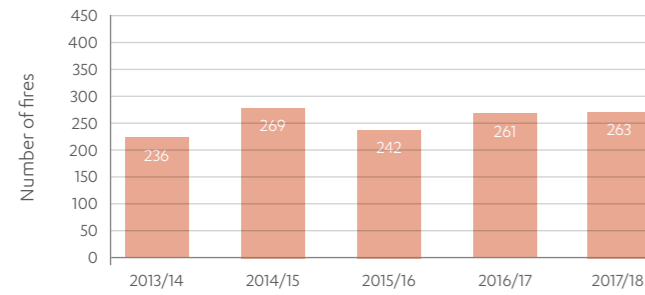
- Expanded the areas in which we deliver home safety visits, to include Peterborough and rural areas in the north and south of the county that are now covered by the roaming pumps.
- Invested in the use of portable mist and water suppression systems to support those most vulnerable to live independently.
- Supported the spread of the Dementia Friends campaign to other agencies through presence at dementia action alliances.
- Further collaborated with carers trusts and other family carer networks to develop and deliver Safe and Well visits.
- Continued to embed Firebreak courses and increased the number of students completing courses. Firebreak is a one week course for young people that aims to raise their self-confidence and esteem using fire service based drills and scenarios.
- Increased the number of fire safety audits completed at business premises and the percentage of audits at high risk premises.
- Increased the number of business seminars across the county, informing attendees about fire safety legislation and their responsibilities.
- Continued to lobby and work with developers and local authorities to increase domestic safety through the fitting of sprinklers.
- Continued to forge closer and effective collaborations with Cambridgeshire and Peterborough Road Safety Partnership to reduce the number of road traffic collisions on Cambridgeshire's roads.

- Effectively delivered agreed objectives of the County Strategic Community Safety Board such as the installation of the portable misting systems through collaboration with local authority housing and care providers.
- Continued to be represented on all community safety partnerships in Cambridgeshire.
- Led partnership initiatives to reduce the number of deliberate fires in Peterborough through the Safer Peterborough Partnership.
- Signed a memorandum of understanding with Bedfordshire Fire and Rescue Service to increase resilience to our fire investigation response by sharing staff across counties.
- Expanded our partnership model with the Rotary Club, which funds smoke alarms in various locations across the county.

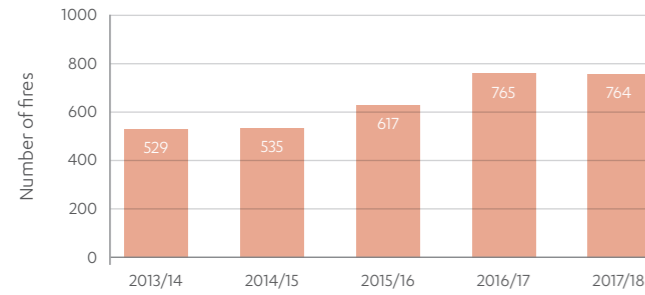
### Performance data summary (compared to 2016/17)

- The number of accidental house fires remained fairly static with a small increase of two, from 261 to 263, but a 33 per cent decrease in the number of fire casualties in accidental house fires (from 36 to 24 fire casualties). Of the 263 fires, 108 (41 per cent) did not require any firefighting action.
- There was a 9 per cent increase in the number of accidental fires affecting business premises (from 105 to 114).
- There was a 1.7 per cent increase in false automatic fire alarm calls affecting business premises (from 1,410 to 1,434).
- There was a 20 per cent decrease in the number of fatal and non-fatal casualties in primary fires (from 58 to 46). This splits into two deaths (one accidental and one not known) and 44 injuries.
- The number of deliberate fires remained static with a reduction of one, from 765 to 764. Of these, 427 or 56% were secondary fires (fires in the open).
- There was an increase in the number of people killed, or seriously injured in road traffic collisions from 432 to 478.

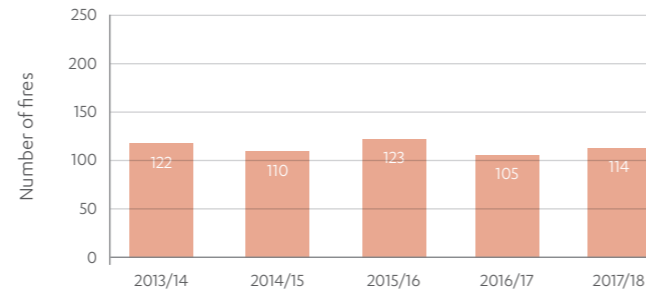
## Accidental Dwelling Fires



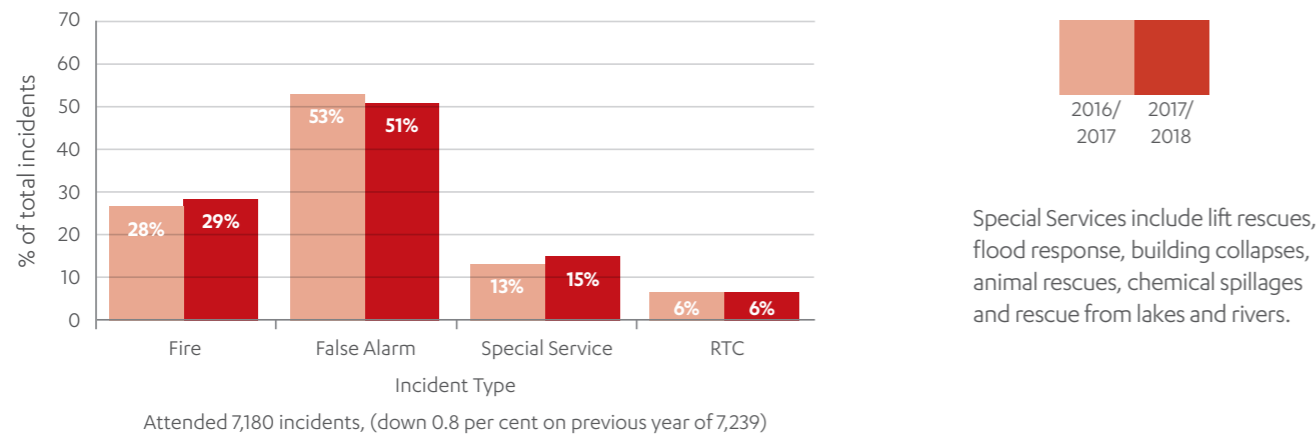
## Deliberate Fires



## Accidental Fires in Non-Domestic Premises



## Incidents we attended by percentage make up (comparison 2016/17 - 2017/18)

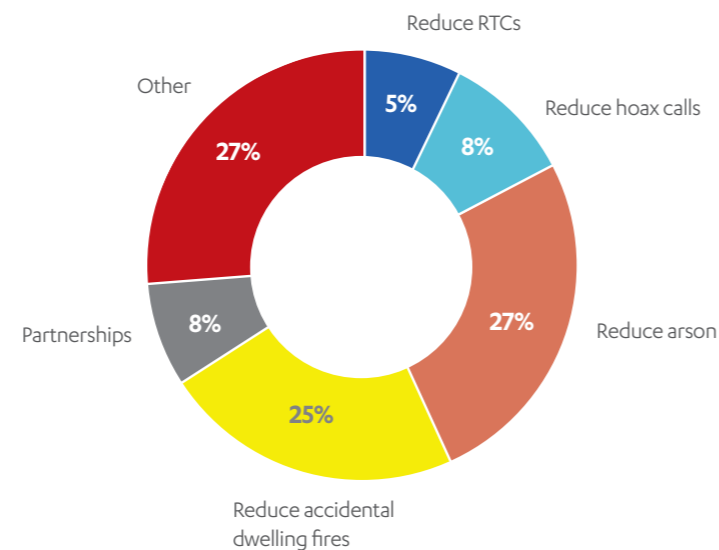


## Breakdown of time spent on different prevention activities

**RTCs** – Road Traffic Collisions

**Partnerships** – an example of this would be attending the Crime and Disorder Reduction Partnerships

**Other** – includes representing CFRS at local meetings



## Case Study

# Misting systems help protect the most vulnerable



The Service has purchased and installed a number of portable misting systems to help keep the most vulnerable people in our communities safe from fire.

The system is designed to suppress a fire to prevent it from spreading throughout a property, similar in principle to a sprinkler system. However, the self-contained unit works differently, as it also keeps property damage to a minimum.

Group commander for community fire safety Kevin Napier said: "Finding new and innovative ways to protect the most vulnerable residents in the county is one of

the key challenges we face. These portable misting systems provide us with another option to do that. Working with housing providers and charities we have identified a number of residents who are at greater risk from fire for generally a combination of factors such as being confined to a bed and a smoker, and we have installed a unit in their homes.

"One has already activated and suppressed the fire, allowing the resident to escape and minimising damage to the property so the resident could return home with 24 hours."

Kevin added: "These systems not only help ensure vulnerable residents are protected if a fire starts in their property, but they also help ensure crews are not faced with a fully developed fire, which could spread to other properties, potentially putting more lives at risk."

"We are committed to working with partners to identify those most vulnerable and working with housing authorities and others to put in place appropriate measures to help keep them as safe as they can be from fire."

## Case Study

# Grenfell Tower fire response



The tragic fire that took place at Grenfell Tower in London was an unprecedented event that shocked fire services across the country. Residents living in high rise buildings were obviously looking for reassurance following the fire to ensure they were safe in their homes.

Our fire protection team quickly took action to try and provide guidance to owners of those premises and their occupants. Within a week of the tragedy, the team had visited every high rise building in the county to provide initial guidance and crews supported by delivering safety messages to residents.

Nationally, following the fire, buildings that had areas of cladding were required to submit samples to the government for testing. Many of these samples failed the test, including some in Cambridgeshire. We were notified of any in our county that failed and our fire protection team ensured the premises was given a full fire safety audit within 24 hours. They also worked with the owners and operators of the premises to provide reassurance to those residents.

Group commander for fire protection, Brenan Morgan said: "The Grenfell Tower fire was like nothing we have seen before and it didn't just affect London, it became a national issue and one we had to respond to locally. Our priorities were to reassure residents living in high rise buildings in Cambridgeshire and to provide support and advice to the owners of the buildings. The team reacted quickly and proactively to do this in the days immediately after the tragedy and we will continue to inspect high rise buildings at appropriate intervals as part of our risk-based inspection programme."

## 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 21.

**To achieve this in 2017/18 we have:**

- Expanded collaboration for our Aspire development programme for existing managers who want to progress their career, working with colleagues from Bedfordshire and Hertfordshire fire and rescue services and Cambridgeshire Constabulary.
- Launched the third Insight programme for aspiring managers from all areas of the Service.
- Designed and launched a new career management process to give us better oversight of our succession planning activities, ensuring we will be well placed to meet our future needs. We worked collaboratively with our staff to understand and respond to the challenges.
- Carried out a pulse check survey to measure progress against our employee engagement action plan. We were pleased to see our level of fully engaged staff had increased to 60 per cent, which is around 20 per cent higher than the national average.

- Held regular manager seminars to engage with managers at all levels in shaping the Service.
- Continued to deliver our positive action workplan, seeking to improve the diversity of our workforce to better reflect the communities we serve. This year we have employed a dedicated positive action officer to focus on this important area and we have also reviewed our recruitment and assessment process to ensure that all unnecessary barriers are removed.
- Introduced apprenticeships into the Service, for both new and existing staff. We now have 11 apprenticeships running across a range of areas.
- Continued to develop support for better mental health in the emergency services. This year we have embedded our network of over 30 voluntary staff Blue Light Champions who provide support and information to their colleagues. We have also introduced the TRIM programme, designed to provide further support options for staff who are involved in potentially traumatic incidents.
- Delivered dyslexia awareness training for managers and provided needs-appropriate coaching for dyslexic staff.
- Completed all of the recommendations from our succession planning audit, which have been reviewed and signed off.
- Published our gender pay gap information and begun planning for how we can work to close this gap in the future.
- Developed a RESPECT action plan to ensure that all staff feel safe and able to share any concerns they have at work. Our aim is to be proactive in ensuring that all staff know where they can get both informal and formal support from if needed in relation to inappropriate, bullying or harassing behaviour.

## Case Study

# Apprenticeships bring new opportunities



As a Service that is committed to developing staff for future personal and professional success, during 2017/18, we introduced apprenticeships into the organisation to provide alternative career paths and progression opportunities.

For certain roles within the Service that have traditionally been difficult to fill (due to high competition or skills shortages in the local area), apprenticeships offer an opportunity to recruit, train and develop individuals for the longer term, giving us a greater ability to manage our succession planning needs.

We have brought apprenticeships into the organisation to develop their careers in our fleet, ICT and service transformation and efficiency teams.

Head of ICT John Fagg said: "Bringing an apprentice into the team has allowed us to enhance our existing skillsets, offer a real career opportunity to a young person and, in an area of the country where competition for good quality ICT staff can be extremely tough, it is allowing us the opportunity to grow our own talent for the future."

As well as providing opportunities for a route into the Service, apprenticeships are also being offered to our existing staff. Seven members of staff from both the operational and professional support areas of the organisation have this year begun an apprenticeship in Leadership and Management.

Head of HR Samantha Smith said: "Apprenticeships are an excellent addition to our suite of development programmes and activities for staff and I am proud that we have been able to offer 11 apprenticeship opportunities this past year to both new and existing staff. Managers have embraced the opportunity to have apprentices within their teams and we are very much looking towards expanding our apprenticeships provision in the future."

By making good use of the apprenticeship levy which the Service has been required to pay since April 2017, and working with local providers to offer high quality apprenticeship-based training, the Service is also ensuring good value for money.

## Value for Money

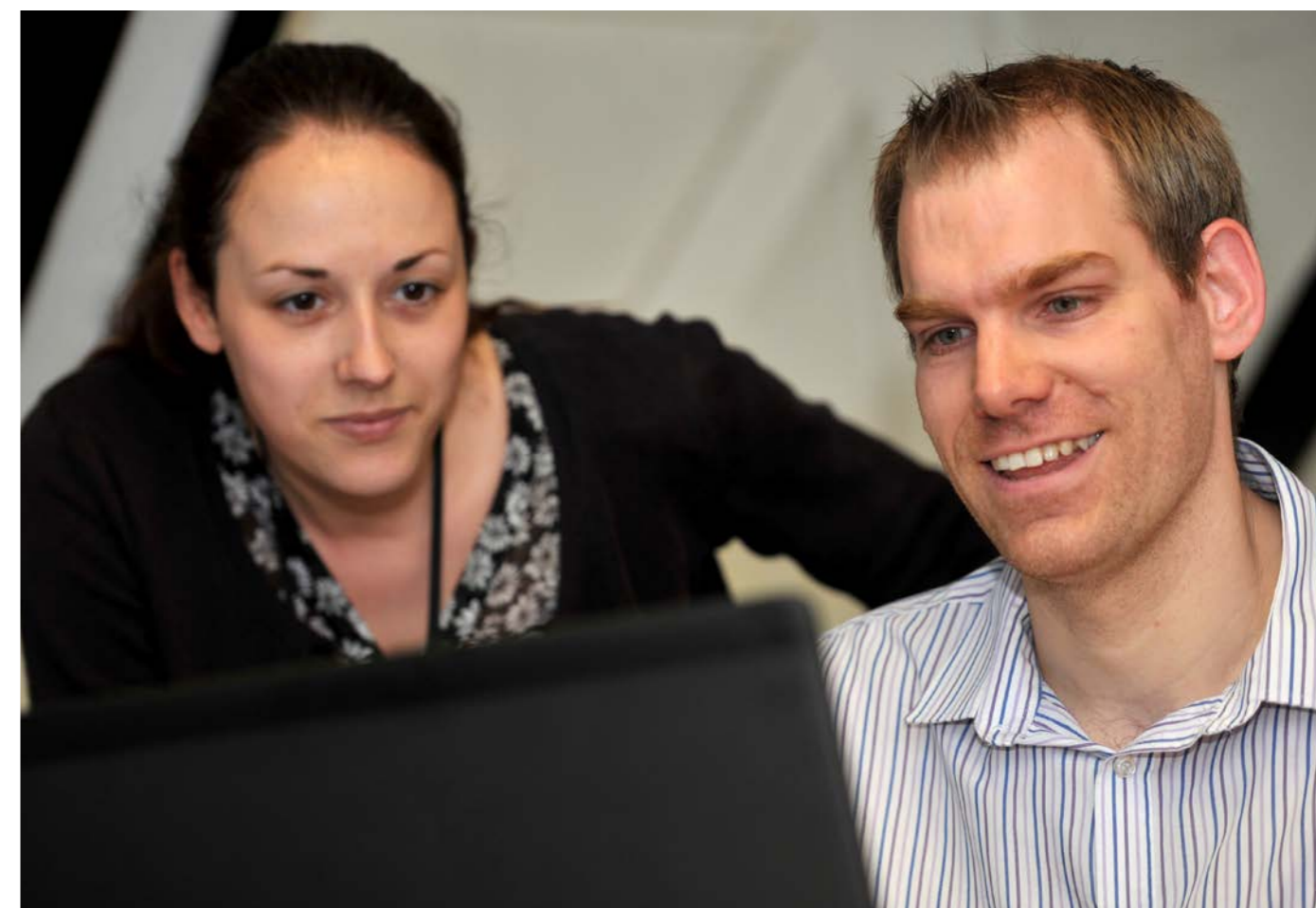
**Working with our managers and staff to ensure we deliver high quality, value for money services, including:**

- 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 2017/18 we have:**

- Continued to streamline and improve our business processes with the development and introduction of software to enable departments to self-automate processes, removing paper-based administration activities.
- Completed a new automated recruitment process for whole-time firefighters, making savings, delivering efficiencies and improving data gathering and quality whilst also improving the applicant experience.

- Introduced a new asset management system, allowing equipment testing and reporting to be simplified, managers to have a better oversight of equipment and crews to save time using it compared to the previous system.
- Sharing our chief financial officer role with the Police and Crime Commissioner's office
- Submitted planning application to move our training centre on to the police training site at Monks Wood.
- Continued work with Cambridgeshire Constabulary working towards a joint estates strategy and sharing of existing sites.
- Held joint training with other emergency services and fire services (eg leadership development, medical emergency, training and staff welfare).
- Implemented plans to cope with an £642k reduction in our government funding as part of the ongoing austerity process.



## Case Study

# New automated recruitment process saves time and money



A new automated recruitment process was introduced in January in time for the latest campaign to recruit wholetime firefighters.

Developed by the Service Transformation and Efficiency Programme (STEP) team, the process allowed applicants to register their interest in attending an information event to find out about becoming a wholetime firefighter. The previous way to book a place was to call a dedicated phone number, which resulted in many people trying to book at the same time, meaning they were often left frustrated.

The automated process removed the need for having members of staff available to answer the phone and it was available for people to apply 24/7, rather than having the phone line only available during certain times.

Recruitment team leader Sam Sanderson said: "As well as saving staff time and providing a better experience for people applying, the automated process provides us with up to date data including a breakdown of different characteristics of applicants. This enables us to understand

what promotional activity is potentially having an impact and we can make quick time decisions to steer the recruitment campaign. It also meant the process to register interest could run for longer as it wasn't reliant on a member of staff being available to take phone calls."

The savings total more than £1,000 each time the Service runs a firefighter recruitment process, providing greater value for money than the previous process for recruiting.

## 8. Equality and Inclusion

# Ensuring 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>

### The Service's equality objectives for 2017/18 were to:

- Review our disability policy and practice with a specific focus on dyslexia.
- Implement our positive action plan for 2017/18.
- Review flexible working in practice to retain diversity in our workforce.
- Identify and remove any inequalities in pay and benefits.
- Improve engagement with black and minority ethnic (BAME) businesses and community groups looking at advice, seminars and information available on fire safety.
- Review practice on reporting and managing potential bullying or harassing behaviours.
- Review our interpreting and translating procedure for public facing staff.
- Support the spread of the dementia friends campaign to other agencies.
- Analyse home fire safety check and safe and well visit data at ward level to identify engagement with BAME communities.
- Embed our one team behaviours in staff management processes.

### Highlights of achievements for 2017/18:

- We continued to take steps to improve the diversity of our workforce in all areas using creative social media content, arranging firefighter taster sessions (some aimed specifically at women), improving our careers section of the website by profiling a wide range of staff in different roles, and attending school and college career fairs to promote the fire service.
- We appointed a positive action officer to help develop our relationships with community groups in our most diverse areas. We saw workforce diversity increase slightly with Black, Asian and minority ethnic staff rise from 1.8% (March 2017) to 2.6% in March 2018.
- Gender diversity improved with the proportion of women operational staff (excluding Combined Fire Control) at 6.1% (March 2018) compared to 5.3% in March 2017.
- We recognise that whilst we have invested considerably in professional behaviour awareness over the last 10 years, there is still more to do.
- A delivery plan to improve the way bullying, harassing or inappropriate behaviours are raised, responded to and managed was compiled in consultation with a representative staff group. The main focus of this is to provide a safe environment for all staff to raise concerns and have them dealt with appropriately.
- Two coaching workshops were held to help dyslexic managers understand the condition and make the most of their strengths. A general dyslexia awareness session for managers and colleagues. of dyslexic staff was also held and our disability support policy was strengthened so this support can continue.
- We published our first gender pay gap (13.9% median) and the analysis showed us the areas where we need to do more work. You can see our gender pay gap report on our website.



## 9. Partnerships and Collaborations

# Working together

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 sixth 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 the following specialist resources that can be deployed to assist those in need:

- An incident response unit, to support a large scale hazardous substance incident
- A high volume pump, to support a large scale flooding incident.

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 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.



## 10. Financial performance and governance

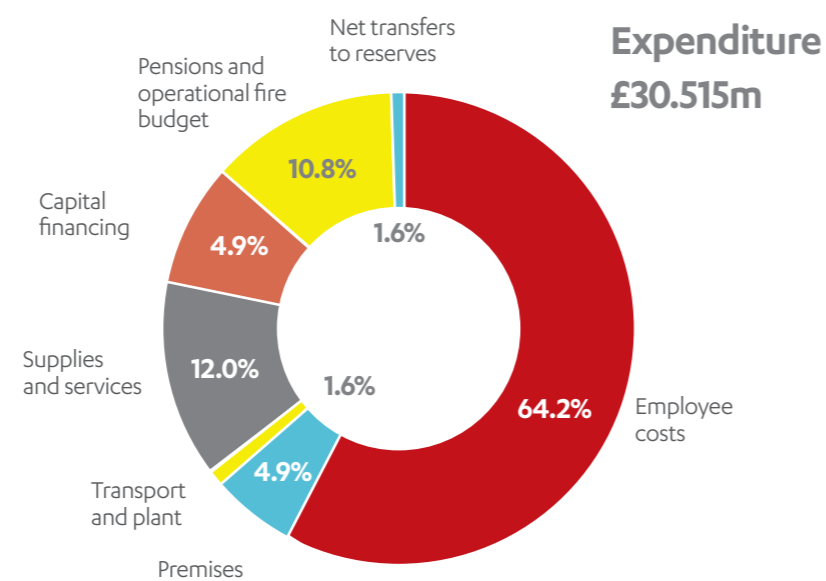
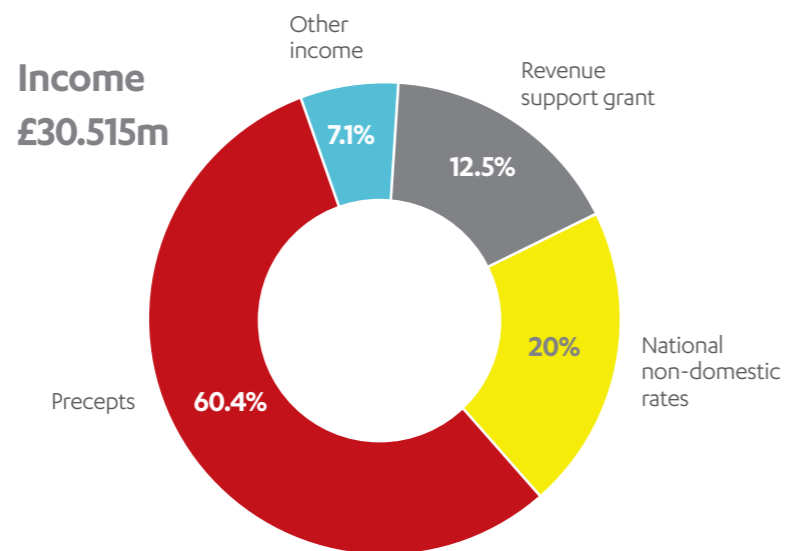
# Where our money comes from and how much we spent

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.

The Fire Authority's total net expenditure during 2017/18 was £27.856m

This was made up of £30.515m (expenditure) less £2.170m (other income) and £489,000 (net transfers from reserves). £18.441m was collected from council tax payers. This amounted to £66.78 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 2017/18:



A summary of how much we spent against our budget is presented in the table below.

	Final Budget £000	Actual Expenditure £000	Variance £000	Variance %
Full time firefighters	10,678	11,076	398	3.73%
Control room staff	1,589	1,500	-89	-5.60%
Local government employees	3,214	3,153	-61	-1.90%
Senior management	2,601	2,496	-105	-4.04%
Recruitment and training	955	864	-91	-9.53%
Fire allowances	480	493	13	2.71%
<b>EMPLOYEE COSTS</b>	<b>19,517</b>	<b>19,582</b>	<b>65</b>	<b>0.33%</b>
Property maintenance	448	367	-81	-18.08%
Insurance	208	242	34	16.35%
Energy costs	263	225	-38	-14.60%
Cleaning	138	125	-13	-9.57%
Rents and rates	675	551	-124	-18.37%
<b>PREMISES</b>	<b>1,732</b>	<b>1,509</b>	<b>-223</b>	<b>12.85%</b>
Car and cycle allowances	66	96	30	45.45%
Vehicle running expenses	161	146	-15	-9.32%
Vehicle insurance	172	251	79	45.93%
<b>TRANSPORT AND MOVEABLE PLANT</b>	<b>399</b>	<b>493</b>	<b>94</b>	<b>23.56%</b>
Office expenses	348	269	-79	22.70%
IT and communications equipment	1,888	1,618	-270	-14.30%
Fire equipment	278	182	-96	-34.53%
Uniforms and clothing	400	358	-42	10.41%
Other supplies and services	1,472	1,214	-258	-17.52%
<b>SUPPLIES AND SERVICES</b>	<b>4,386</b>	<b>3,642</b>	<b>-744</b>	<b>16.97%</b>
Debt charges	3,286	1,508	-1,778	-54.11%
External interest	-90	-79	11	-12.22%
<b>CAPITAL FINANCING</b>	<b>3,196</b>	<b>1,430</b>	<b>1,767</b>	<b>55.29%</b>
<b>CONTROLLABLE EXPENDITURE</b>	<b>29,231</b>	<b>26,656</b>	<b>-2,575</b>	<b>8.81%</b>
Other income	-1,329	-1,591	-262	19.71%
Other government grants	-267	501	234	87.64%
<b>CONTROLLABLE INCOME</b>	<b>-1,596</b>	<b>2,092</b>	<b>496</b>	<b>31.08%</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>27,635</b>	<b>24,564</b>	<b>3,071</b>	<b>11.11%</b>
Pensions - injury awards	598	703	105	17.56%
Operational fire budget	2,729	2,589	-140	-5.13%
<b>SAFETY-NETTED EXPENDITURE</b>	<b>3,327</b>	<b>3,292</b>	<b>-35</b>	<b>1.05%</b>
<b>NET EXPENDITURE</b>	<b>30,961</b>	<b>27,856</b>	<b>-3,105</b>	<b>10.03%</b>
Grant/precept income	-27,987	-28,345	-358	
Transfers to/from earmarked reserves	-2,975	150	3,125	
Year end transfer to capital reserve		289	289	
<b>CONTRIBUTIONS</b>	<b>-30,961</b>	<b>-27,905</b>	<b>2,997</b>	
<b>CONTRIBUTION TO GENERAL RESERVE</b>		<b>-49</b>	<b>-49</b>	

**Variances:** Positive variance denotes expenditure in excess of budget or income less than budget. Negative (-) variance denotes expenditure less than budget or income more than budget.

## Key budget points

- Uncommitted money that was underspent has been used to help finance capital spending and reduce our borrowing requirement. The transfer to Capital Reserve is to finance existing capital commitments.
- 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](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](http://www.cambsfire.gov.uk/Reserve_Schedule_2018.PDF)

## What we own

### Our assets include (as of March 2018):

#### Buildings

Fire headquarters and operational buildings	29
Staff houses	5
<b>TOTAL</b>	<b>34</b>

#### Vehicles and Plant

Fire engines (including rescue pumps)	35
Multistars (aerial appliances)	2
Rescue vehicles	2
Other special appliances	5
Reserve and training appliances	10
Other vehicles	131
<b>TOTAL</b>	<b>185</b>

## Capital Spending

During the year the Authority:

- Purchased 51 vehicles and commenced the build of three appliances and one incident response unit. This totalled £1.736m.
- Undertook equipment and IT projects totalling £533k
- Carried out building works totalling £345k
- Carried out work on property, equipment and ICT assets under construction totalling £236k.

## 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

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, Cambridgeshire and Peterborough Fire Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2018.'

### Governance matters

Cambridgeshire and Peterborough Fire Authority also have 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 its 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 its 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. Where we sit nationally on value for money

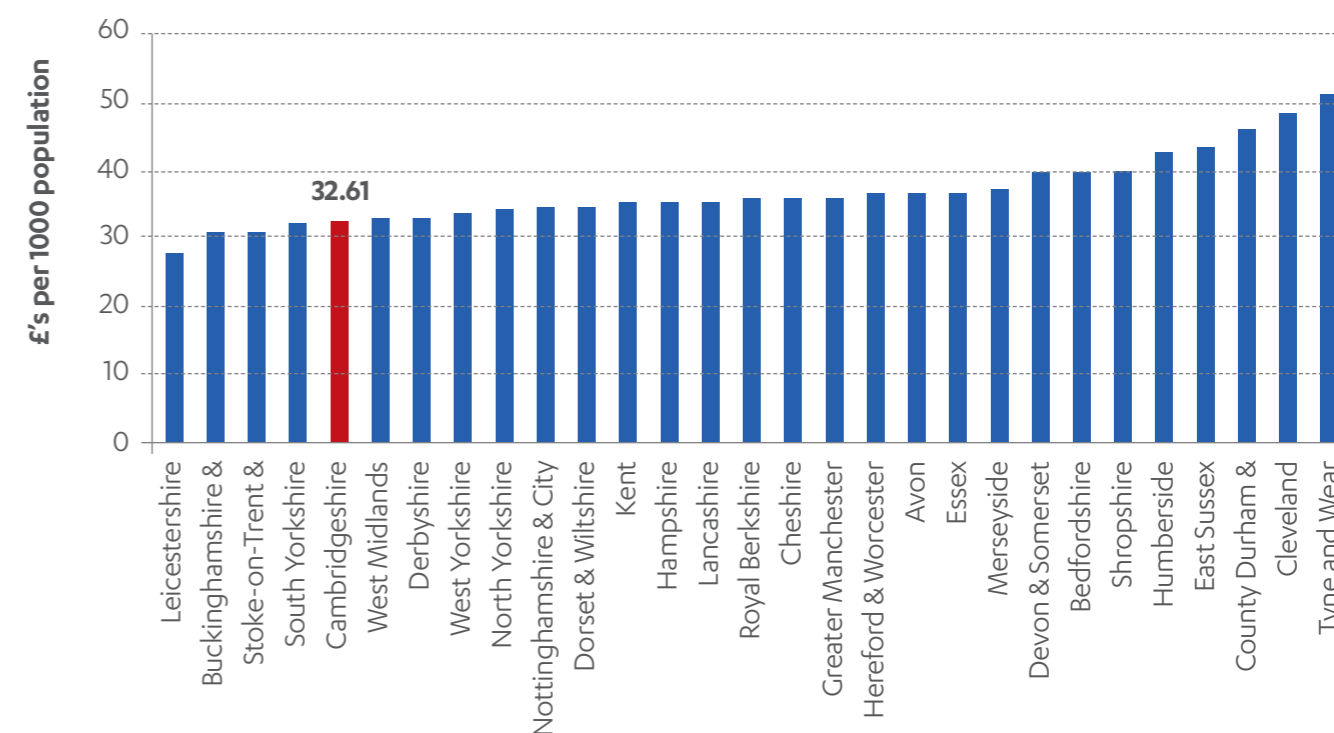
# Local Government Association Lginform.local.gov.uk Value for Money Profiles

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

The graph below shows the 2016/17 net spend per 1000 population for 29 fire and rescue services in England. We are in the lower quartile and the fifth lowest cost fire and rescue service in the country.

The Local Government Association's LG Inform website provides independent analysis on value for money indicators.

### Fire & Rescue Net Spend per 1000 of population:



## 12. Planning and future priorities

# 2017-18 and beyond

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. In 2018/19, we will continue to work towards these.

The full IRMP is available to view on our website <http://www.cambsfire.gov.uk/IRMP%20document%202.pdf>



## 13. Letters of appreciation

# Your thanks

Every day we receive letters of thanks from people we have assisted and supported. They are from people in emergency situations requiring our help and from people we have given advice and support to during home visits, educational visits, events or other areas of our work. Here are a few of the many received this year:

### *Mrs T, Cambridge*

Thanks for arranging the visit to my house by two of your firefighters. They were very helpful, kind and thorough. I also appreciate the two fire alarms fitted the same day and the information they left with me. A great service, thank you.

### *From Mrs S, Cambridge*

Thank you to black watch for giving my son a fantastic experience. They were all so welcoming and understanding. He had an absolutely brilliant time and he made lots of wonderful visual memories. He has been telling everyone about his evening at the fire station. Please let black watch know we are so very grateful for the memories they've helped him make and for the time they spent with us. All of them are wonderful people who were so thoughtful and energetic with our crazy boy! Thank you so very much for making this visit possible.

### *African Caribbean Centre, Peterborough*

The Jamaica Jamboree committee would like to express our gratitude for your contribution to the success of Jamaica Jamboree – celebrating Jamaica's Independence. It was the first of its kind to be held in Peterborough with the hope to continue in the future.

Your support of our event enabled us to showcase Jamaica, its culture and open many new opportunities for young people as well as develop the relationship and diversity within the community.

As a result, we raised some money towards much needed building work in order to improve the soundproofing of the Afro Caribbean Millennium Centre. Your support has also encouraged us to do more events to raise more funds and bring the community together, which will be invaluable in the future.

Thank you once again for your generous support of our event and we hope to collaborate with you in the future.

### *Alderman Jacobs School, Whittlesey*

We just wanted to send a little feedback to you and the rest of the crew who came to our school for a visit as part of our dads in school day to tell us about being a firefighter.

The children got to have a go with the hose, then each child was able to climb into the cab of the engine, have a look around, try on the helmets and listen to information.

Once the children had done this they were asked if there were any questions, this is where I felt you and your colleagues were really brilliant!

The children asked lots questions about some of your equipment. All of the questions were answered in language that they could understand as six and seven year olds and it felt like nothing was too much trouble, and even the axes and fans were shown in detail. Some of the more confident children wanted to climb inside your boots, which again you allowed with no hesitation.

Finally a crew member asked us if we would like to see the ladder out, the ladder was put up and a firefighter climbed up and sprayed the hose. This was met with squeals of delight as it was an extremely hot day.

You all acted with the utmost professionalism and it was great to see the children so engaged. It was also mentioned to me by a senior management member how very accommodating you were.

### *7th Stamford and 1st Wittering guides*

All the girls had an amazing time and managed to complete all the clauses they needed to. We had a lovely welcome from everybody that we met on the night, nothing was too much trouble and all the guides both young and old really enjoyed the evening.

We even watched as the fire engine was called out and then when it returned they were allowed to look over all the equipment. This and when the hose came out was the icing on the cake, the four guides that we had arranged to do their promise ended up in the back seat of the fire engine to do this, I'm sure they won't forget that in a hurry.

We ended up with the guides sitting in the engine with lights flashing and many of blue watch came down to help the girls understand all the equipment. We had to prise the girls at 9pm to end the evening so once again our thanks please to all concerned for making the evening so fantastic for the girls.

### *Thomas Clarkson Academy, Wisbech*

Thank you for speaking to students about the drive to recruit more women to the fire service.

### *A resident via the Service's website*

I was trapped in my car after being involved in a road traffic collision on A14. I was scared and really worried. I was badly hurt because the car dash and steering wheel had pinned me to my seat. All I wanted was someone to get me out and this was when your crew arrived. They came and with great professionalism and speed managed to free me so that I could walk away from a car that was totally crushed. I don't have the right words to say how grateful I am for their help but I thought I would try by letting them know how wonderful I think they were. I assume that it was a crew from Cambridge Fire Station that came to my aid. I know the firefighter that spoke to me and kept me calm was called Lee. He with his other colleagues did a fantastic job and I thank them from my heart. I am doing okay (currently in hospital) but all things considered I've got off lightly with sever bruising.

### *From The Salvation Army, Huntingdon*

Thank you for all the hard work that you put into making our visit to you possible. There has been quite a lot of discussion with the young people that came particularly about the film you showed of the road traffic incident. They all seem to be able to recall a situation they had been in which had some common factors with that the young people were shown in on the film. There was a lot of discussion with a couple of them about the emotional effects of such an incident. One of the young people has also been discussing his visit with other professionals, so I think you had quite an impact there.

## 14. Tell us what you think

# Your feedback

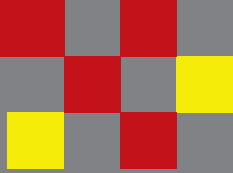
We would very much welcome any comments you may have about this document to help us improve the way we report back to you on what we have done and what we plan to do. We would be very grateful if you could take the time to provide us with any comments and send them to us at the address below. Alternatively you can share your thoughts via email at [feedback@cambsfire.gov.uk](mailto:feedback@cambsfire.gov.uk), via our website [www.cambsfire.gov.uk](http://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  
Hinchingbrooke Cottage  
Brampton Road  
Huntingdon  
PE29 2NA





## Cambridgeshire Fire & Rescue Service

Fire HQ,  
Hinchingsbrooke Cottage,  
Brampton Road,  
Huntingdon PE29 2NA

[www.cambsfire.gov.uk](http://www.cambsfire.gov.uk)



**CAMBRIDGESHIRE  
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FIRE AUTHORITY**  
*Working together to improve community safety*

