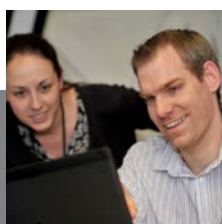
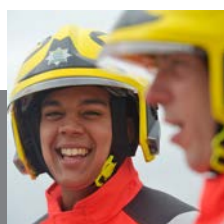




Annual Report and Statement of Assurance 2016/17



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



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Welcome to the Fire Authority's Annual Report and Statement of Assurance

The report covers the financial year 2016/17 and summarises our performance over the past 12 months and how we spent our budget to 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 Cambridgeshire and Peterborough 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 2016/17



April

Crews were issued with new personal protective equipment to wear when responding to incidents. The kit uses the latest technology in firefighter clothing and is ergonomically designed to provide our firefighters with the very best protection.

A group of 13 proud students took part in a 12-week journey to complete the Prince's Trust Team programme. At the end of the programme, the group, aged between 16 and 21, completed a fire drill at Wisbech Fire Station before taking to the microphone to tell their stories. The event is part of a partnership involving the Service, Cambridgeshire Constabulary, Norfolk Fire and Rescue Service (NFRS) and The College of West Anglia.

Firefighters and police officers from Wisbech tackled the issue of inconsiderate parking in the town, educating residents and issuing fixed penalty notices where required.

Around 50 operational staff from four fire and rescue services took part in Exercise Straw Fox in Huntingdonshire. The exercise tested the use of national resilience assets in a scenario involving a fire at a large manor house.

May

A life-saving partnership between ambulance staff and firefighters began as on-call crews started to respond to calls from residents suffering cardiac arrests. The trial with the East of England Ambulance Service NHS Trust saw three stations from Cambridgeshire taking part. At the end of the year crews had attended around 80 incidents, with the trial set to continue into 2017/18.

People from East Cambridgeshire pledged to be the eyes and ears of their communities to help identify vulnerable people. More

than 30 individuals from businesses and community organisations came for the East Cambridgeshire Community Safety Partnership (ECCSP) Eyes and Ears recruitment event, which aimed to educate people on how to spot the signs that someone could be vulnerable in their day-to-day life, what support is available and what to do if there are concerns.

June

Following a successful trial in Cambridge, the Service introduced new home fire safety checks for vulnerable people that involve more than fire safety information. The Safe and Well visit also includes a fall prevention assessment, alcohol awareness, crime prevention and warmth checks. The visits were developed in partnership with other local authorities and help all public sector services ensure they can assist the most vulnerable residents in the community.

A severe fire in a Cambridge hotel was caused by a build-up of grease and fat in an extractor flue. Crews treated a number of casualties that had managed to escape. Significant damage was caused to the building, especially the roof space.

July

Open days at Huntingdon and Dogsthorpe fire stations raised thousands of pounds for charity. Crews welcomed hundreds of residents through the doors to take part in various fun activities and watch drills and safety demonstrations.

Linton Fire Station scooped two top prizes in The Fire Fighters Charity national Bake a Difference event. A local resident picked up the Star Bake award for a miniature version of the station, while the crew scooped the Golden Rolling Pin award for raising £1,250 at their station bake sale.

A large quantity of pallets on fire in Peterborough required more than 40 firefighters to contain and extinguish. The conditions presented a significant challenge as it was the hottest day of the year, meaning crews had to also tackle searing heat and dehydration.

August

Burwell crew commander Martin Claydon raised more than £2,000 for The Fire Fighters Charity by completing the Ride London 100 bike ride. Martin completed the ride, which started at the Olympic Park in Stratford and ended near Buckingham Palace, in just over eight hours.

Two members of the on-call service celebrated 40 years of firefighting. Watch Commander David Kilner from Sawtry and firefighter Mick Housden from St Neots were presented with special awards at their stations by Chief Fire Officer Chris Strickland.

September

Crews tackled three separate industrial unit fires. Nine fire engines were needed at a fire on Caxton Road in St Ives, where a two-storey unit was well alight with the fire spreading to nearby units. Crews were needed into the night and the following morning to contain the fire. Nearly 50 firefighters were needed days later at a building in Ramsey, where flames were seen through the roof. Later in the month six fire engines and specialist support vehicles were needed at a single storey unit in St Neots. All three fires were started deliberately.

A pilot programme involving 12 students from a Peterborough school concluded as the first Fire Break class passed out. The five-day programme, run by Essex and Cambridgeshire firefighters, aimed to use

fire service drills and culture to develop team working skills and increase self-esteem and confidence. Further courses have taken place since the initial pilot.

One of the Service's newest recruits spent time volunteering as a Rio Soul at the Paralympic games in Brazil. Firefighter Amy Ratcliff spent two weeks in Rio helping athletes to their various events and working in the Athletes' Village, as well finding the time to meet with a group of Brazilian firefighters.

October

Following the success of the Step In Time video from 2015, Cambridge Black Watch chose Halloween as their safety focus as they filmed a routine to Michael Jackson's Thriller. The watch wanted to raise awareness of the dangers of some children's costumes and was a huge hit again on social media.

The Service's Combined Fire Control celebrated its five-year anniversary. The first of its kind in the UK, the merged control room had dealt with more than 113,000 999 calls from the Cambridgeshire and Suffolk areas.

A 3,000 tonne Russian ship docked at a port in Wisbech was the venue for an exercise involving around 25 firefighters. Exercise Poseidon involved a simulated fire in the engine room, with casualties, including some overboard. Firefighting skills as well as search and rescue procedures were put to the test.

November

Senior representatives from the fire, police and ambulance services formed the Joint Interoperability Board to look at areas where further collaboration and integration could be achieved. It was agreed to investigate five key areas including specialist equipment and support skills, training, shared estates and managing vulnerable people.

December

Having had two successful dancing videos that went viral on social media, Cambridge Black Watch were challenged to a dance off on Steal The Show - a New Year's Day dancing show presented by dance stars Diversity. The watch was up against a team of dentists in a dance-off, with a little help from some special guests including Stavros Flatley of Britain's Got Talent fame.

January

The Service celebrated success at the annual Excellence Awards. In addition to staff receiving their long service medals from the Queen's representative, winners of the various categories were presented with their glass flame awards, having been nominated by staff for their achievements.

A new shift system, devised by members of staff, was implemented in Combined Fire Control. Following a project involving significant consultation, the system was introduced at the start of year and ensured more staff are available to answer 999 calls during the busier times of the day.

A new staff network for those interested in helping to tackle mental health issues was launched. The Blue Light Wellbeing Network is a partnership between Mind in Cambridgeshire and Peterborough and Fenland Mind and takes in all of the emergency services in the county. Staff from across the Service have volunteered to become Blue Light Champions to assist other members of staff if they are in need of help with their mental health and wellbeing.

February

After their introduction in June, the 1,000th Safe and Well visit took place in Ely.

The Service was accredited with the new Disability Confident Employer award, showing its commitment to actively seek out and recruit skilled disabled people, while also helping to change attitudes, behaviours and cultures.

Staff showed their support for LGBT History Month by wearing rainbow coloured wristbands, ties, shoelaces and lanyards.

Storm Doris hit the county and saw strong winds cause several incidents keeping our Combined Control busy.

March

The newly refurbished Yaxley Fire Station was officially opened after renovation work was completed. The crew had been temporarily moved to a unit in the village while the work took place. The new station significantly improves the facilities previously available, while also providing an on-site training building.

Staff visited mosques in Peterborough during bespoke sessions coordinated by the Community Cohesion Team at the Safer Peterborough Partnership and the Community Fire Safety Group. The aim was to provide staff with an understanding of mosque etiquette and give a cultural insight, as well as providing a key opportunity for discussion and questions.

2. Foreword

Welcome to our annual report and statement of assurance for 2016/17

We hope you enjoy reading about our achievements and memorable moments from the last financial year. We also hope that the report gives you a helpful understanding of what we deliver as a fire and rescue service. It often surprises people just how much we do and that putting out fires is just part of our role as an emergency service.

Prevention and ensuring people are safe in general, is key to our success and working with partners to achieve this has been high on our agenda again. At the same time we have been continually reviewing aspects of our response service to ensure we are utilising our resources in the best possible way to meet demand and address risk. There has also been a lot of time working with colleagues in other fire and rescue services to address challenges we are all facing and to seek opportunities for collaborative working to save both money and time.

One challenge we recognise is an ageing population and with the majority of people who die in house fires being aged over 65, we have been working closely with partners to develop an advanced home fire safety check that covers more than just fire safety to help vulnerable residents keep safe in their home. At the end of the year we had completed over 1,000 of the new Safe and Well visits which means some of the most vulnerable in our communities are now safer at home.

We are grateful to our colleagues in Essex for helping us establish our own Fire Break intervention programme in Cambridgeshire to help young people develop vital life skills through firefighting drills and experience of life at the fire station. The programme has been extremely successful in Essex and we hope to mirror their achievements here.

Intervention by our own trained and skilled members of staff has also been the key to our rehabilitation programme for arson offenders. Working with the probation service, we have had a number of successes to help people turn their lives around, understanding the root cause of their offending and helping them develop the skills and confidence to change. Project Icarus is explained in more detail on page 31.

One of the partnerships we are most grateful for this year has been working with Mind on the Blue Light programme. The aim is to abolish the stigma of mental health in emergency services, encouraging people to talk about mental health and seek early help without feeling a weak person for doing so. Through the nature of the role, our staff do witness some distressing scenes and have experiences that are deeply upsetting and can trigger all sorts of emotions. The physical and mental health of our employees is very important to us and we are committed to working with the charity and our staff to ensure our culture and procedures are open and supportive.

In the year that saw the fifth anniversary of our joint Combined Fire Control with Suffolk Fire and Rescue Service, collaboration continues to be at the forefront of any change. We have set up an interoperability board with police colleagues to look at where we can do things better together. Running alongside this has been a separate board looking at police and fire estates, to

seek opportunities for sharing buildings and facilities. A number of ventures are being considered and we look forward to updating you on progress in next year's annual report.

Following a number of years of seeing the retention level in our on-call firefighter service mirroring a national trend and falling, last year we saw an increase again and welcomed 31 new on-call recruits. On-call fire engine availability still remains an issue for us though and we have been looking at how we can improve fire cover in our rural areas. We have been working with the Fire Brigades Union and our staff to look at using our wholtime resources differently to enable us to crew two additional fire engines in the day in rural areas and we have recently come to an agreement about how this will work. Plans are currently underway to enable this to start from January 2018 and we are appreciative of the support from the union and our firefighters to help us continue to improve our service.

The praise we receive from the public about our staff and particularly our operational crews is always heartening to read. Much of the good work they do goes unnoticed to the majority of people as luckily they have never had to call on our service in an emergency situation, so we have included some of the messages we have received at the end of this annual report.



We are hoping that as a Fire Authority it is us reporting back to you next year, however recent changes to the Policing and Crime Act could affect the way your fire and rescue service is run locally. During 2016/17, the government was working on changes to the Act to enable Police and Crime Commissioners (PCC) to take on the governance of fire and rescue services, if a local case was made. Cambridgeshire's PCC had made it clear that it was something he would seek to do when the amended Act became into force. The Fire Authority has always been open minded about this change, however, having seen the business case, we believe it lacks sufficient evidence to justify any change. A consultation by the PCC has now taken place with the public and other statutory bodies to seek support for his proposal. The proposal is not supported by the Fire Authority nor Cambridgeshire County Council and Peterborough City Council. However, the PCC has submitted the business case to the Home Office where a decision will be made. If it is agreed, the Fire Authority could cease to exist. In the meantime, we remain hopeful that it will be us reporting back to you next year and we will continue to keep residents updated through our website, local media and social media channels.

Our social media channels are a great way to find out what we do as an emergency service, as well as highlighting how you can support us. We also welcome any feedback and are always interested to hear your views. You can get in touch with us on facebook or twitter @cambsfrs or send us a message via our website www.cambsfire.gov.uk

Thank you to everyone that has supported us over the last year, attending our events, referring vulnerable residents and family members to us, engaging with us on social media, or even just following our safety advice!

There is one final thanks to make and that is to Sir Peter Brown. Sir Peter was the chairman of the Fire Authority throughout 2016/17 and for four years prior to that, having to step down in May 2017. We would like to thank Sir Peter for his leadership and commitment to the Fire Authority during his time on the Fire Authority.

Enjoy reading our annual report.



Kevin Reynolds
Chairman of Cambridgeshire and Peterborough Fire Authority



Chris Strickland
Chief Fire Officer

Stay safe, stay connected 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:

“Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance.”

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 2016/17 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:

Operational Matters, Section 5 – Integrated Risk Management Plan

Financial Matters, Section 10 – Financial Performance and Governance

Governance Matters, Section 10 – 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.

















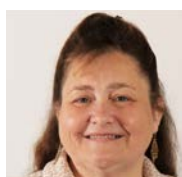
As well as the Fire Authority there are a number of committees made up of smaller groups of Authority members, which look at certain aspects of the Service.

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

The Fire Authority records its appreciation for the contribution of the following councillors who served on the Fire Authority during 2016/17:

- Sir Peter Brown (Chairman)
- Barbara Ashwood
- Ralph Butcher
- Daniel Devine
- Roger Henson
- James Lillis
- Mervyn Loynes
- Paul Sales
- Joshua Schumann
- Mike Shellens

Current members of Cambridgeshire and Peterborough Fire Authority

			
Kevin Reynolds Chairman	John Peach Vice-Chairman		
			
Donald Adey	Andrew Bond	Simon Bywater	Ian Gardener
			
Derek Giles	John Gowing	Mohammed Jamil	Sebastian Kindersley
			
Mac McGuire	Lucy Nethsingha	David Over	Paul Raynes
			
Terence Rogers	Jocelynne Scutt	Mandy Smith	

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.

Our structure

Our chief officer team



Chris Strickland
Chief Fire Officer

Chief Executive of
Cambridgeshire Fire and
Rescue Service

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

Specific line management for:

- Transparency, Engagement and
Communication
- Democratic and Legal Services



Rick Hylton Assistant Chief Fire Officer

Responsible for:

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



Matthew Warren Deputy Chief Executive

Treasurer to the Fire Authority

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

Our legal responsibilities

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



Fire and Rescue Services Act 2004

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

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

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

Civil Contingencies Act 2004

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

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

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

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



Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control 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.

Fire and Rescue National Framework for England

The Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. The priorities within the framework are for fire and rescue authorities to:

- Identify and assess the full range of foreseeable fire and rescue risks their areas face, make provision for prevention and protection activities, and respond to incidents appropriately.
- Work in partnership with their communities and a wide range of partners locally and nationally to deliver their service.
- Be accountable to communities for the services they provide.

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 2016/17 will be published in our equalities compliance report due out in December 2017.

More information on how we meet this duty can be found in our 2015-18 strategy and past compliance reports on the website.

Our values

We work to a set of key values that everyone is expected to incorporate into every aspect of their work.

These key values are:

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

The Service's equality objectives for 2016/17 were to:

- Review the Service's disability support policy and practice including dyslexia support
- Implement the positive action plan for 2016/17 to improve diversity of the workforce
- Review flexible working in practice
- Review our pay policy
- Identify good practice in other fire and rescue services for engaging with BME communities in promoting fire safety and compliance in non-domestic properties and improve monitoring in this area
- Identify detail of any bullying and harassment; review understanding, reporting and mechanisms for dealing with it
- Identify opportunities for using mobile technology to support interpreting and translation where needed
- Evaluate the impact of the Dementia Friends initiative within the Service.



Highlights of achievements for 2016/17

- As part of the 'Disability Confident' scheme, work experience was offered to a disabled person keen to gain their first experience of work. They successfully gained employment elsewhere following a brief work experience spell with our Business Support Group and further placements are planned for this year.
- A positive action delivery group was established to bring together all the work being done in the area of diversifying our workforce. A number of initiatives have run this year including:
 - Lunchtime 'Insight into Blue Light' information sessions in Cambridge, run jointly with the police, about what it's like working for the fire service and police. Advertising was targeted at specific under-represented groups although everyone was welcome.
 - Through membership of the Safer Peterborough Partnership, a number of engagement visits to mosques in the city were arranged to develop mutual understanding and build relationships with Muslim and Asian communities.
 - Firefighters have built community engagement into their day to day work, focusing on those where we are least represented.
 - Visits to colleges and schools to promote working for the fire service have increased and been streamlined to ensure a common message is delivered. We have also targeted the visits to those less likely to apply for vacancies.
 - We began planning for further 'have a go' days for later in 2017.
- External, confidential research into bullying and harassment and the way this is reported and managed was commissioned. This has led to a number of recommendations for improvement which the Service will take forward in 2017/18 under the employee engagement action plan.
- A pictorial guide to communicating with people at emergency incidents, where English is not the preferred language or the person has a hearing impairment, was developed and is in use by operational crews.

5. Integrated Risk Management Plan

Managing risk

During 2016/17 we reviewed our planning process and documents, including the Integrated Risk Management Plan (IRMP) and made the IRMP our one planning document. The IRMP went out for public consultation in April 2017 and the final version was agreed by the Fire Authority in June 2017.



As this Annual Report is for 2016/17, the information below is about our previous IRMP as that was the plan we were working to.

The IRMP is a public facing document covering a set period (three to five years). It reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of our operational service and to further reduce the level of risk in the community. The plan also includes the community safety strategies and approach taken towards enforcement of fire safety legislation.

Internally and externally identified risks are captured and fed into the risk management planning process to enable informed decisions to be made about what the Service needs to do to reduce the risks in the areas deemed to be a high priority.

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 then used to enable clear targets to be set for how we aim to further improve performance.

The outputs from the IRMP are fed into the Service corporate planning process.

The full IRMP document used in 2016/17 can be found on our website together with the refreshed IRMP for 2017-2020.

The IRMP objectives for 2015-2019 are listed here.

Prevention

We are committed to:

- Targeting our internal resources to communities most at risk
- Integration into, and partnership working with, local authorities with the aim of reducing risk in our communities
- Encouraging members of our communities to play an active role in the prevention of fires in their local neighbourhoods
- Working with partners to access and share risk data across Cambridgeshire
- Minimising the preventable loss of life and injury arising from fires and road traffic collisions.

How will we achieve this?

- By introducing robust data sharing arrangements with partners, which enables us to access and share data in a timely fashion.
- By working with the third sector (for example the Community Fund and Community Champions), to reach all communities and encourage the concept of localism.
- Commit resources to partnerships, enhancing the benefits of multi-agency working. This includes deliberate fire reduction (for example partnerships with Cambridgeshire Constabulary and the Safer Peterborough Partnership).
- Education of children and young people in the consequences and risks associated with water, fire and roads.
- Working with partners to identify access and mitigate risk for the most vulnerable in our communities (those with a disability, hoarders, socially isolated, alcohol or drug dependent and the elderly).
- Working with partners to proactively predict demographic change, to enable us to support minority groups within Cambridgeshire.

Our priorities within the IRMP were:

- To continue the trend to reduce the number of accidental house fires
- To continue the trend to reduce the number of arson related incidents
- To continue the trend to reduce the number of fatalities and serious injuries in fires
- To support our partners to continue the trend to reduce the number of killed and seriously injured in road traffic collisions
- To undertake a strategic review of community safety.

Protection

We are committed to:

- Better, more consistent support for businesses across all regulatory services
- Up-skilling our frontline staff to increase our capacity to undertake audits of premises most at risk
- Improving compliance across the Authority area.

How will we achieve this?

- Through risk analysis and profiling we will target our regulatory fire safety activities towards those buildings with the greatest risk
- By managing risk through a holistic and integrated approach with internal and external partners
- By engaging with and educating those responsible for fire safety duties under the Regulatory Reform (Fire Safety) Order 2005
- By further improvement in the fire protection knowledge of our staff.

Our priorities within the IRMP were:

We will continue to reduce the number of fires in domestic and non-domestic properties by:

- Reducing the likelihood of fires and unwanted fire signals occurring in non-domestic premises through business engagement and compliance with fire safety legislation
- Minimising the preventable loss of life and injury arising from fires in non-domestic premises and their impact on the community
- Reducing the legislative burdens on business and support economic growth.

Response

We are committed to:

- Arriving in a timely and safe manner at emergencies with the right resources, dealing effectively with the situation and minimising preventable losses
- Making better use of operational staff to ensure that efficient and effective use of resources is achieved whilst maintaining the health, safety and welfare of staff
- Further improving equipment carried on all our appliances.



How will we achieve this?

- By working with partners to identify opportunities to utilise operational capacity to improve outcomes for the public, such as first responding for certain types of medical emergency
- By using staff from the Tactical Delivery Group flexibly to reduce risk
- By undertaking a review into the rescue capability across the Service
- By continuing to use our internal on-call 20:20 working group to shape the future of our on-call service
- We will review the provision of fire cover in Huntingdon.

Our priorities within the IRMP were:

We will:

- Increase the availability of our on-call first pumps from 82 per cent for crews with all skills
- Undertake a review into the provision of fire cover in Huntingdon
- Undertake an incident demand analysis related to the National Operational Guidance programme
- Explore the sharing of resources with neighbouring services at a strategic incident command level.

6. The communities we serve

Our community

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

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

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

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

Further information on our communities can be found in our Equality and Inclusion Strategy 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.



Our heritage

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

Our natural environment

Cambridgeshire has a diverse natural environment, from gently undulating hills in the south of the county to the man-made landscape of the Fens in the northeast. Covering an area of some 3,200 square kilometres, extending almost to the Wash in the north, Cambridgeshire is the most westerly county of East Anglia. It is a largely low lying area and the landscape is notably flat, with clay islands to the west and south east over soft chalk. Reclaimed fenland with rich peat beds, criss-crossed with man-made dykes, makes up the northern part of the county. There are three principal rivers, the Nene in the north, the Cam to the south and the Great Ouse in the northwest.

7. How we serve our community

About us

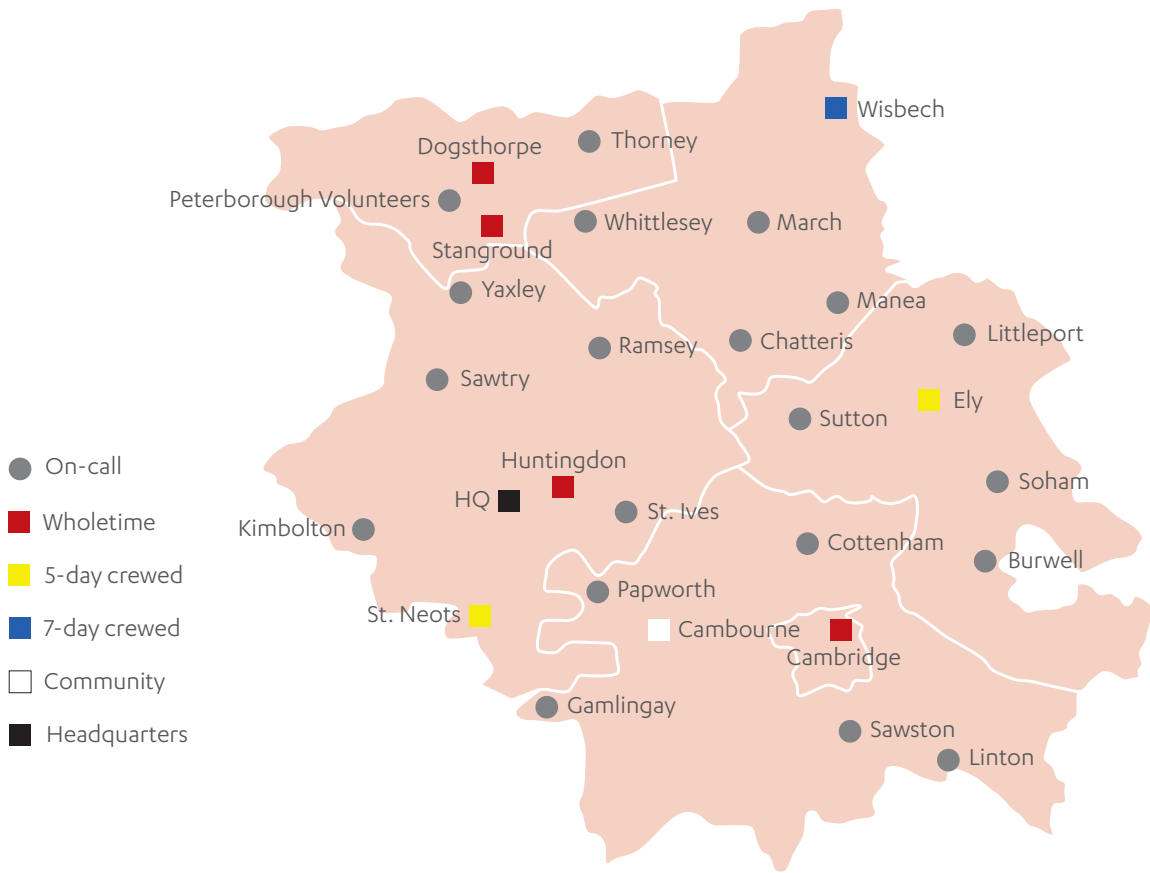
We currently operate from 28 fire stations across Cambridgeshire and Peterborough, 27 of which are operational. Management, support departments and the UK's first Combined Fire Control are all based at our Service Headquarters in Huntingdon.

The Service is run by a management team headed by the Chief Fire Officer (see page 10 for structure) and is 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 employ 254 wholtime firefighters (including principal officers) and 240 on-call firefighters. A total of 38 staff operate our Combined Fire Control, mobilising appliances across Cambridgeshire,

Peterborough and Suffolk. 128 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 33 fire engines, three 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.



8. Achievements towards our strategic aims

Our vision

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.**

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

This section outlines what we have delivered against our four strategic aims:

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

Each section explains what we consider ‘excellent’ to look like, what we have done during the past year to achieve this, how well we have performed and includes a case study to evidence this.



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.

To achieve this in 2016/17 we have:

- Introduced a programme of courses to help staff at all levels and from across all areas of the Service to develop core skills, and a series of bite-sized development sessions specifically for managers.
- In collaboration with Bedfordshire Fire and Rescue Service, run our first ‘Aspire’ development programme for existing managers who want to progress their career.
- Run our second ‘Insight’ development programme for aspiring managers from across all areas of the Service, building on feedback from the first cohort.
- Continued to deliver our action plan to improve areas that scored lower satisfaction in our 2015 employee engagement survey.

- Continued to deliver our positive action workplan, seeking to improve the diversity of our workforce to better reflect the diversity of the communities we serve.
- Engaged with managers at all levels in shaping the Service through regular management seminars.
- Undertaken an audit of our succession planning activities, and begun implementing the recommendations for further development in this area.
- Begun planning for the introduction of apprenticeship schemes into the Service, in order to be able to provide more diverse career pathways.
- Continued to develop our social media sites to provide more engaging content and enable followers to provide feedback and comment on our activities.
- Achieved the Disability Confident Award.
- Introduced the Healthshield Cashplan for all staff which helps cover the cost of counselling and different treatments which supports staff wellbeing and earlier return to work.
- Continue to work with the MIND Blue Light Support programme to address mental health issues. We currently have 30 voluntary Blue Light champions within the Service to support colleagues.

Aspiring for career progression



A cohort of 16 managers from across Cambridgeshire and Bedfordshire fire and rescue services have started on a new personal development programme for existing managers who have aspirations to develop their career.

The Aspire programme has been jointly designed and delivered by both services working in collaboration, with the aim of helping participants to grow their self-awareness and self-reflection skills, to be able to further understand the impact their leadership has on others.

Sarah Best, Workforce Development Manager, said "Feedback from participants

has been exceptionally positive so far, with many stating that the opportunity to develop alongside colleagues from a neighbouring service is proving invaluable to them."

The modular course uses a series of one-day sessions to explore the role of a middle manager, benefits of peer and team working, dealing with change, building resilience, effective communication in leadership and problem solving.

Area Commander Callum Faint, who sponsors the programme for Cambridgeshire, said: "The Aspire programme has been deliberately

designed to build on and complement the development opportunity offered to potential managers through our Insight programme, allowing us to provide an integrated suite of personal development programmes for staff at all levels in the Service."

He added: "We strongly believe that investing in the development of our staff to enable them to be the best that they can be will directly support us to provide the best possible service to the communities we serve through effective leadership at all levels."

Operational excellence



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

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

To achieve this in 2016/17 we:

- Started a co-responding trial in three areas of the county where fire crews are sent to the most severe medical emergencies, ensuring the person needing help receives the quickest possible response. It ensures that life-saving equipment and trained staff are on scene as quickly as possible.
- Issued all firefighters and officers with new fire kit that offers the best possible protection to help them carry out their role. The roll out of the kit followed an extensive trial and procurement process.
- Introduced a number of new and updated operational procedures that have improved our working practices. Extensive training has been delivered to support the implementation of the new guidance documents.
- Invested in inter-agency working to establish and train a number of officers to become National Inter-agency Liaison Officers (NILOs). The officers received specialist training and familiarisation with local and national agencies to ensure they have a working

knowledge of capabilities and support available to assist the Service when called to an incident needing a multi-agency response.

- Established and embedded a group to ensure that all operational learning internally and externally is identified and acted on to improve our emergency response.
- Completed a recruitment campaign for wholtime firefighters, welcoming 20 new recruits to the Service.
- Targeted recruitment at specific on-call stations to improve availability, resulting in the recruitment of 31 new on-call firefighters.
- Improved retention of on-call firefighters - something that had fallen in previous years.
- Maintained the availability of some of our on-call fire engines by using our staff more flexibly.
- Reviewed and made improvements to our inspection programme for fire hydrants to ensure we can regularly inspect all the hydrants in our rapidly developing county.
- Attended 7,239 incidents, (up 6.1 per cent on previous year of 6,823).
- Rescued 13 people from house fires.
- Rescued 211 casualties from road traffic collisions and further assisted between 34 and 170 casualties (based on 34 incidents where up to five people were assisted).

Case Study

Learning from industrial fire keeps county safer



A large fire at an industrial estate in St Ives sparked a proactive initiative to prevent further similar incidents from happening in the county.

Thirteen fire engines from across the Service attended the fire which started in a waste recycling business in September 2016.

As well as the fire being very close to neighbouring buildings, the nature of the recycling business meant the contents of the building - old electrical items including fridges and freezers - added to the complexity of the incident.

Appreciating the impact of this fire on resources and the local community, officers in the fire protection team worked closely with the Environment Agency to identify all other similar businesses in the county with recycling as a core activity. In total, 96 such businesses were listed and the team began visiting them to offer safety advice and ensure compliance against fire safety legislation.

Area Commander Callum Faint said: "This is an excellent example of our ability to learn from operational incidents, not only to improve internal processes but to provide safer outcomes for business owners and the public.

"These incidents take a lot of our resources, expose our crews to risky situations and impact the local community, causing disruption for people and businesses nearby. Working with the owners of these businesses to try and prevent these types of fires, benefits everyone."

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 2016/17 we:

- Expanded our partnership working with the voluntary sector and other local agencies to share data and give us greater access and opportunity to support the most vulnerable people in our communities.
- Reviewed and updated the hoarding protocol and are in the process of establishing local hoarding sub-groups with partners.
- Further developed and opened up our ICARUS arson prevention programme to probationers as well as convicted prisoners working in partnership with Peterborough Prison and the National Probation Service to assist with the rehabilitation of convicted arsonists prior to their release.
- Established a partnership with the NHS who now deliver Olive Branch on our behalf to all new members of staff. Olive Branch is our training package to help identify fire hazards in people's homes to enable a referral to be made to the fire service.
- Have continued to conduct and develop our fatal fire review process to identify lessons learnt with partners and to share best practice with other fire services.
- Trained more staff, including community safety officers and community champions, to assist the police in the delivery of the PREVENT initiative, helping drive down radicalisation of young people.
- Delivered three Firebreak courses for young people in partnership with Essex Fire and Rescue Service.
- Delivered 48 business seminars to 356 delegates informing



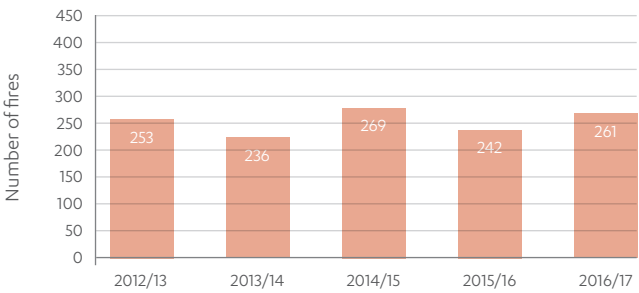
them about fire safety legislation and their responsibilities, and automated the booking process to ensure information is captured to enable us to maintain contact with those that attend.

- Identified trends in data to enable us to target focused campaign activity and business engagement activity more intelligently.
- Implemented a new risk-based audit programme for non-domestic premises, allowing us to target those presenting the greatest risk.
- Introduced a new short audit for non-domestic premises that allows us to audit places in a time efficient and risk appropriate way, saving time and therefore allowing us to visit more premises.

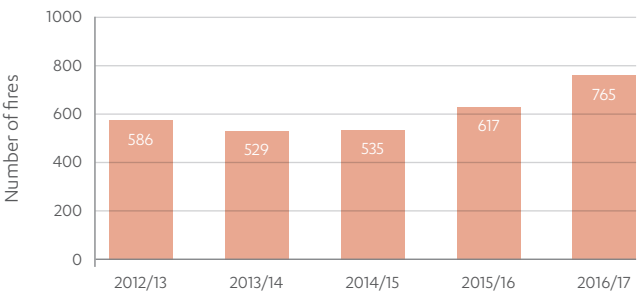
Performance data summary (compared to 2015/16)

- There was an increase in the number of accidental house fires by 7 per cent (from 242 to 260) but a 3 per cent decrease in the number of fire casualties in accidental house fires. Of the 260 fires, 91 (36 per cent) did not require any firefighting action.
- There was a 15 per cent decrease in the number of accidental fires affecting business premises (from 123 to 104).
- There was a 1.5 per cent decrease in false automatic fire alarm calls affecting business premises (from 1,430 to 1,409).
- There was a 20 per cent decrease in the number of fatal and non-fatal casualties in primary fires (from 72 to 58). This splits into two deaths (one accidental) and 56 injuries.
- There was an increase in deliberate fires by 24 per cent (from 617 to 762). This was driven by an increase in reports of small outdoor fires, vehicle fires and fires in prisons.
- There was an increase in the number of people killed, or seriously injured in road traffic collisions from 352 to 432.

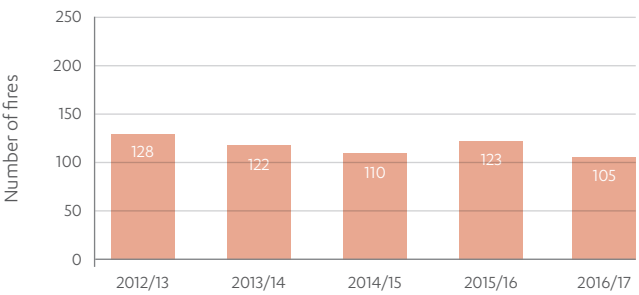
Accidental Dwelling Fires



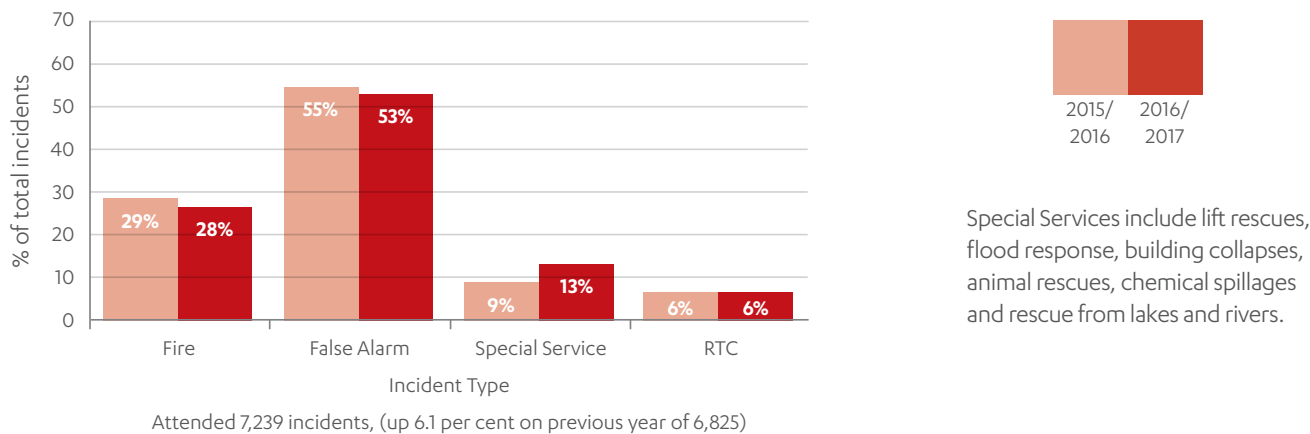
Deliberate Fires



Accidental Fires in Non-Domestic Premises



Incidents we attended by percentage make up (comparison 2015/16 - 2016/17)

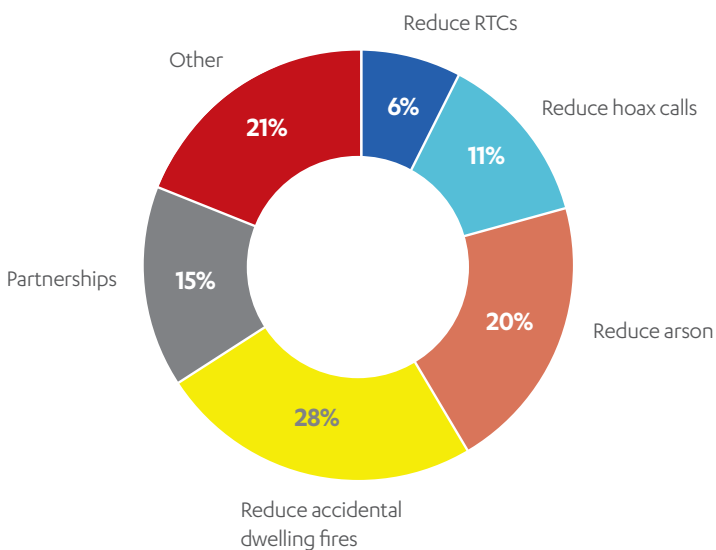


Breakdown of time spent on different prevention activities

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

Over 1,000 vulnerable residents safer thanks to Safe and Well initiative



Launched in June 2016, our Safe and Well visits have gone from strength to strength, helping to keep elderly and vulnerable residents safer in their homes and support independent living.

Building on the previous work of home fire safety checks, the Safe and Well visit encompasses a range of other areas including preventing falls in the home, monitoring alcohol use and consumption, staying well, warm and nourished, and crime reduction including fraud and scams.

Working with key partners including Cambridgeshire County Council, Cambridgeshire Constabulary, Health and Wellbeing Network, Cambridgeshire and Peterborough NHS Foundation Trust and the Drug and Alcohol Action Team, staff

in the community safety team researched and developed the model to offer a holistic approach to supporting people living in their own homes.

The Safe and Well visit now provides the Service with sufficient information to assist individuals and, with consent, to refer them to selected partner agencies, who will be able to support them further.

Station Commander Paul Clarke, Community Risk Manager, said: “It is great to see the Safe and Well model having a positive impact on the lives of those living in our communities and empowering the most vulnerable to continue living independently with the support networks around them that they need access to, but may not have known existed prior to our visit.

“Although we target our work using data from partner agencies, it is vitally important that people make referrals to us if they think someone they know, whether it be a loved one, a neighbour or a friend, could benefit from our free service too. We can also provide advice in relation to promoting the health and safety of individuals with hoarding concerns, as well as providing valuable information to care providers.”

In July 2017, the model was rolled out in Peterborough ensuring consistency across the entirety of our authority area in the way we support vulnerable people living at home.

Number of Home Fire Safety Checks or Safe and Well visits completed in 2016/17	4,422
Number of households referred onto other agencies	330
Number of smoke alarms fitted	2,807
Number of households which had handrails fitted	27
Number of households which had falls prevention activities	49

Value for Money

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

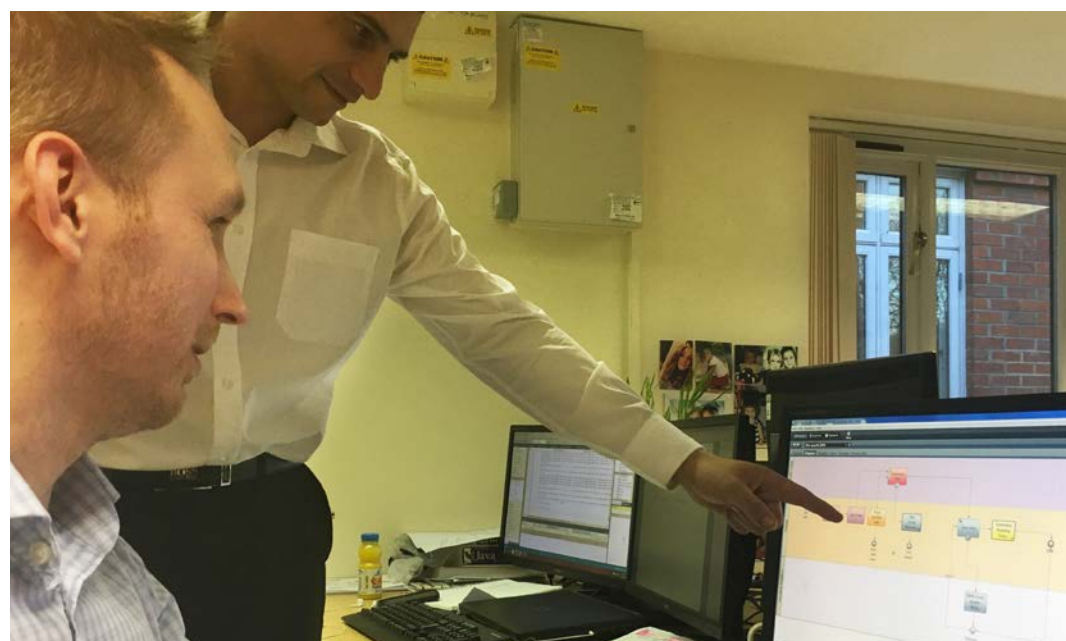
- Actively seeking collaborations
- Having effective and efficient working practices
- Continuously monitoring how we are performing, sharing what we do with others and taking best practice from others.

To achieve this in 2016/17 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.
- Introduced a training centre management system, making time and cost savings as well as providing the user with a more dynamic experience.
- Shared our in-house developed processes to enable other fire and rescue services to achieve similar cost and time savings, such as the training centre management and on-call recruitment processes.
- Established six Primary Authority Schemes, which generate income for the Service. They provide each business with consistent fire safety advice and reduce the burden on their business to liaise independently with the local fire service within each of their locations.

- Increased the number of businesses we have visited (1,374) to give advice on fire safety and when appropriate make requirements to ensure buildings are safe in the event of fire. This has been achieved by providing additional training to firefighters to enable them to carry out business visits.
- Awarded a three year contract to the Fire Service College for the delivery of fire safety training, providing a saving of over £66,000.
- Delivered a new mobile phone contract generating savings of £21,000.
- Put in place memorandums of understanding to facilitate the sharing of operational equipment and services with our blue light partners.
- Migrated all reporting data to a single system to enable greater access and a more accurate and timely provision of performance management information to support effective decision making.
- Agreed the sharing of area commanders with Bedfordshire Fire and Rescue Service resulting in a rota system that improves the resilience of both services and strengthens their operational business continuity arrangements.
- Established a close working relationship with the Cambridgeshire Constabulary estates and property department, resulting in working towards a joint estates strategy and sharing of existing sites.

To give a greater understanding of value for money, new measures are being developed, as part of the Integrated Risk Management Plan process.



Case Study

New management system saves training team hours of time



A bespoke management system developed in-house to support the management of training courses and attendees is already saving the training team many hours of time.

The new solution, designed and built by the service transformation and efficiency (STEP) team, has led to the automation or removal of a number of the processes involved in running the hundreds of courses delivered each year.

Head of Training Centre, Group Commander John Sherrington said: "Our training staff have been able to bin the

paper forms, spreadsheets and emails that they previously relied on, which took many hours to manage, and are now able to focus their time on areas of greater value to the Service.

"The system automates everything and with the number of courses we run each year it will generate a huge saving of time, which can be used on developing ways to improve our training rather than be tied up in administration tasks."

STEP Head of Group, Martin Franklin said: "We're really excited with the first phase of the training management solution and

what is in store for future development. As a Service we continue to innovate, developing new technologies and systems aimed at improving the way we work to achieve greater efficiencies.

"We also believe we can help other services achieve efficiencies by using our systems and we have already shared the training management system with others."

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.

Combined Fire Control with Suffolk Fire and Rescue Service

This year saw the fifth 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 a 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.

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.

Cambridgeshire and Peterborough Local Resilience Forum

Local Resilience Forums aim to plan and prepare for localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on their local communities. Our senior managers are actively engaged in the Cambridgeshire and Peterborough Local Resilience Forum, which is chaired by our chief fire officer. The Service has fully supported and participated in the development of an agreed risk profile for the local area through the community risk register, in partnership with police and ambulance services, local authorities, NHS England, Health Protection Agency, Environment Agency and the military.

Shared ICT Service with Bedfordshire Fire and Rescue Service

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

Service Transformation and Efficiency Programme (STEP)

For a number of years, we had been working with partners on developing streamlined, automated business processes on an in-house platform. After a successful trial of cloud based technology, we migrated to this technology infrastructure and launched our first cloud based business process in March 2016. This was for on-call firefighter recruitment and the online, user friendly process has greatly improved retention of firefighter recruits through the process. This is something we hope to be able to share with other fire and rescue services.

Moving to cloud based technologies provides even greater efficiencies for the Services through the reduction of system maintenance, allowing us to focus on development of processes.

Safe and Well visits

Safe and Well visits have been developed in partnership with other local agencies. They expand our previous home fire safety visit to incorporate checking for other factors that can be of risk to vulnerable residents such as warmth and nourishment, slip, trip and fall hazards, crime and scam prevention and alcohol misuse.

The case study on page 21 explains Safe and Well visits in more detail.

Safer Peterborough Partnership's Prevention and Enforcement Service

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) reports 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.

Case Study

Project Icarus collaboration celebrates successful year in arson prevention

A UNIQUE partnership between Cambridgeshire Fire and Rescue Service and the National Probation Service to deliver a rehabilitation programme for people convicted with arson has celebrated its first year with positive outcomes.

The Icarus programme was devised specifically for the Service by forensic psychologist Dr Jennifer Marshall and it is the first programme of its kind in the UK.

Dr Marshall devised the pioneering programme based on her experience working with individuals who have been convicted of arson at the Rampton Mental Health Institute. Instead of group therapy sessions the programme allows those convicted of arson to work with staff from the fire service on a one-to-one basis.

The programme was first introduced in 2014 when community safety officers went in to Peterborough Prison to work with arson offenders. Last year, Icarus was expanded to work alongside the probation service in the Peterborough area to trial a programme for individuals supervised within the community. Following its success, the programme is now set to expand across Cambridgeshire.

Icarus, described as a 'therapeutic' programme, works with offenders over several months and covers six different modules such as fire setting behaviour, patterns and cycles, problem solving and social skills, self-esteem, and understanding and managing emotions.

Since its launch, working in collaboration with the probation service, the Service has delivered the programme to three individuals. They include one participant who has, to date, broken a lifetime pattern of reoffending.

Wendy Coleman, Head of Safeguarding at CFRS, explained: "Staff monitor each of the clients six, 12 and 18 months after completion of the course. The trial programme has proved successful with the first participant having avoided reoffending for the first time in his adult life, the second reporting a boost in confidence and the third client identifying the triggers around his offending."

Wendy continued: "The programme shows that if we work with people like this to change their behaviour and enhance their life skills we will prevent them from starting fires in the future and that will benefit not just them, but the local community too."

Mark Swain, Senior Probation Officer for Peterborough and Fenland, said: "There is a severe lack of provision around working with offenders with fire-setting behaviour. We have seen the dangers fires can cause to communities so if we can reduce the risk of that happening again through programmes like Icarus, it is more than worthwhile."

"The tools and insights given to people using Icarus remain with them after they have completed the course and help them to hopefully change their lives for the better."

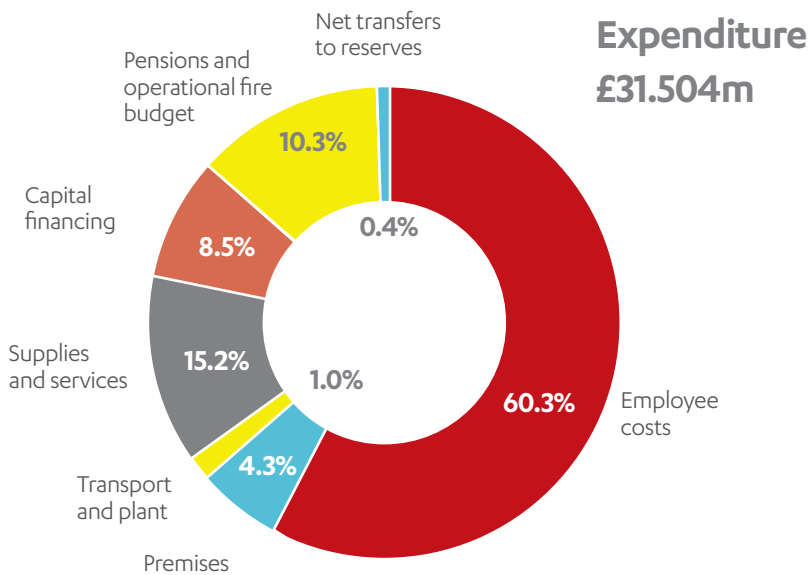
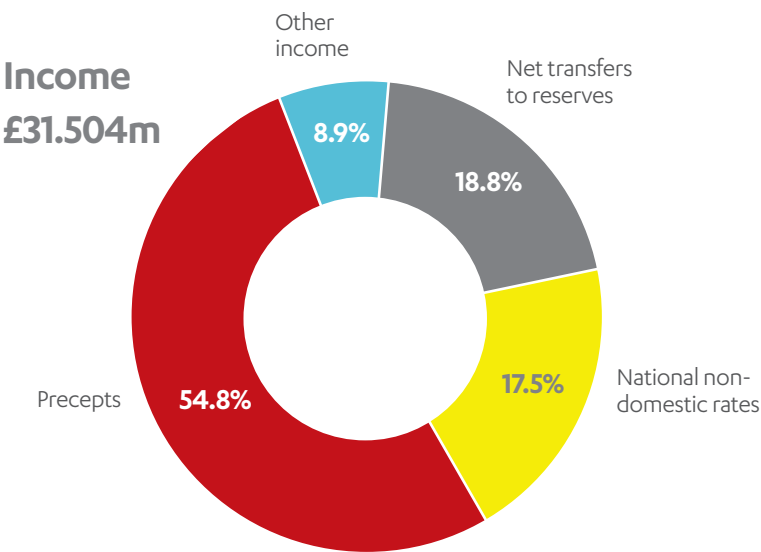
Where our money comes from and how much we spent

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 budgeted expenditure during 2016/17 was £28,557,000.

This was made up of £31,504,000 (expenditure) less £2,808,000 (other income) and £139,000 (net transfers from reserves). £17,859,000 was collected from council tax payers. This amounted to £65.52 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 2016/17:



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	10,525	10,762	237	2.25%
Control room staff	1,539	1,466	-73	-4.74%
Local govt. Employees	3,306	3,015	-291	-8.80%
Senior management (hay)	2,677	2,393	-284	-10.61%
Recruitment & training	796	842	46	5.78%
Fire allowances	485	499	14	2.89%
EMPLOYEE COSTS	19,328	18,977	-351	1.82%
Property maintenance	429	361	-68	-15.85%
Insurance		123	-85	-40.87%
Energy costs	268	222	-46	-17.16%
Cleaning	111	107	-4	-3.60%
Rents & rates	551	548	-3	-0.54%
PREMISES	1,567	1,361	-206	13.15%
Car & cycle allowances	74	82	8	10.81%
Vehicle running expenses	157	141	-16	-10.19%
Vehicle insurance	172	98	-74	-43.02%
TRANSPORT AND MOVEABLE PLANT	403	321	-82	20.35%
Office expenses	358	291	-67	-18.72%
It & communications equip.	1,604	1,504	-100	-6.23%
Fire equipment	289	281	-8	-2.77%
Uniforms & clothing	523	497	-26	-4.97%
Other supplies & services	2,720	2,201	-519	-19.08%
SUPPLIES AND SERVICES	5,494	4,774	-720	13.11%
Debt charges	2,726	2,676	-50	-1.83%
External interest	-90	-109	-19	21.11%
CAPITAL FINANCING	2,636	2,567	-69	2.62%
CONTROLLABLE EXPENDITURE	29,428	28,000	-1,428	4.85%
Other income	-1,300	-1,443	-143	11.00%
Other government grants	-415	-1,256	-841	202.65%
CONTROLLABLE INCOME	-1,715	-2,699	-984	57.38%
NET CONTROLLABLE EXPENDITURE	27,713	25,301	-2,412	8.70%
Pensions - injury awards	596	759	163	27.35%
Operational fire budget	3,054	2,498	-556	-18.21%
SAFETY-NETTED EXPENDITURE	3,650	3,257	-393	10.77%
NET EXPENDITURE	31,363	28,558	-2,805	8.94%
Grant/precept income	-28,453	-28,696	-243	
Transfers to/from earmarked reserves	-2,910	-188	2,722	
Year end transfer to capital reserve		252	252	
CONTRIBUTIONS	-31,363	-28,632	2,731	
CONTRIBUTION TO GENERAL RESERVE		-74	-74	

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.

What we own

Our assets include (as of March 2016):

Buildings	
Fire headquarters and operational buildings	29
Staff houses	5
TOTAL	34

Vehicles and Plant	
Fire engines (including rescue pumps)	34
Multistars (aerial appliances)	2
Rescue vehicles	3
Other special appliances	5
Reserve and training appliances	7
Other vehicles	109
TOTAL	160

Capital Spending

During the year the Authority:

- Purchased 31 vehicles and completed the build of three appliances at a cost of £939k
- Undertook equipment and IT projects totalling £270k
- Carried out building works totalling £755k
- Carried out work on assets under construction totalling £583k.

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 2016/17 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 2016, 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 2017.’

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 their assessment of compliance against these standards.

The 2016/17 annual governance statement of the Authority can be accessed on our website. The external auditor’s opinion confirmed assurance in the governance arrangements.

Internal audit

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

Financial Transparency

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

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

11. How our performance compares nationally

Public Sector Audit Appointments
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 Public Sector Audit Appointments Value For Money (VfM) profile toolkit provides a key reference source for auditors when they carry out local VfM audit work (each service appoints an independent auditor to complete this work). The most recent data available (2015/16) on the VfM tool covers the following areas:

- **Financial resilience** - providing a review of indicators of specific features of the Fire Authority’s financial position, including sources of income, reserves and assets
- **Station and appliance utilisation** - enabling comparisons of the numbers of appliances and the average number of incidents attended in each area

- **Value for money in service provision** - looking at comparative data on incidents and prevention work
- **Workforce management** - looking at comparisons relating to both the operational and non-operational workforce.

There are two indicators below. Table 1 shows how much Cambridgeshire Fire and Rescue Service spends on key services and how this compares with other similar sized services across the country. Table 2 (overleaf) shows our net spend per 1,000 population compared to all other fire authorities. It clearly shows we are the third lowest costing fire and rescue service per 1,000 population in the country.

Overview

Table 1

The indicators below show how much the Fire Authority spends overall and on key services compared to other fire authorities.

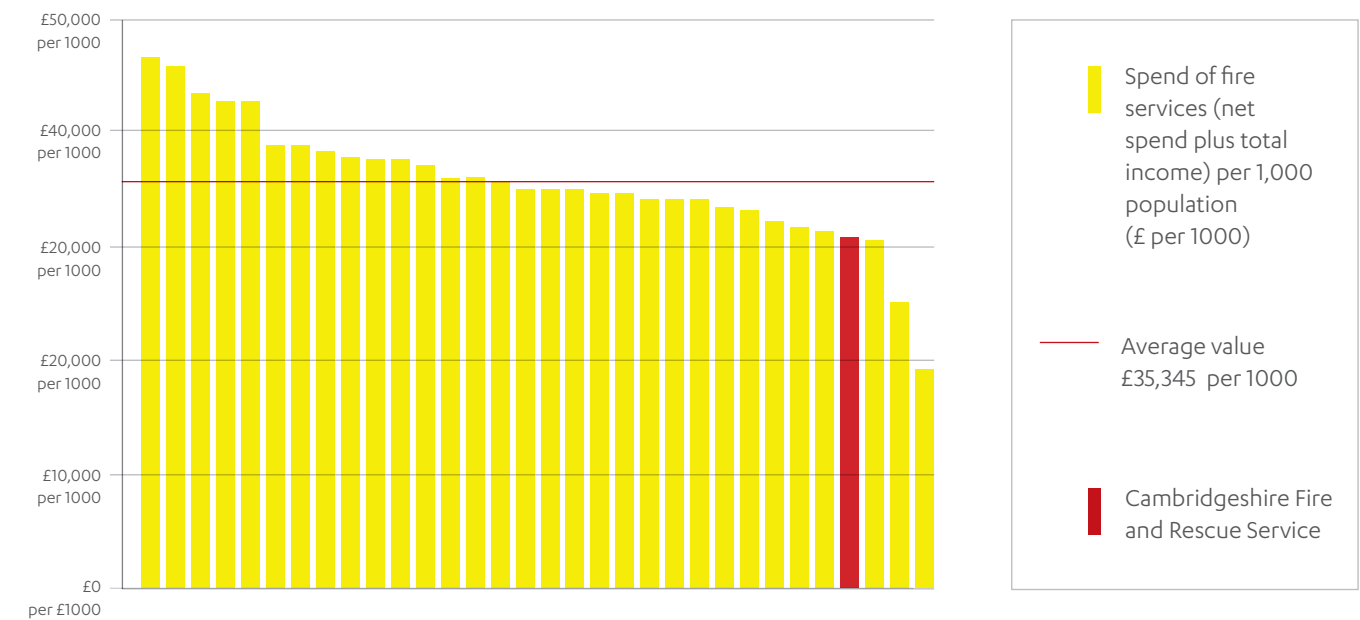
INDICATOR	PERIOD	VALUE	%CHANGE	Direction of Travel	RANK	AVERAGE
Net spend on fire and rescue service per 1,000 population	2015/16	£30.289 per 1000	0%		In the lowest 10%	£35,296 per 1,000
Spend on fire services (net spend plus total income) per 1,000 population	2015/16	£31,569 per 1000	0%		In the lowest 20%	£36,618 per 1,000
Number of incidents per station	2015/16	114	9%		In the lowest 20%	195
Total spend on workforce per 1,000 population	2015/16	£23,650 per 1000	-1%		In the lowest 20%	£27,849 per 1,000

DoT – Direction of Travel - a downward pointing arrow indicates an improvement from the previous year.

As you will see we are in the lowest 25 per cent in all of the key areas across the fire and rescue service, evidence of how cost effective our Service actually is.

Table 2

Spend of fire services per 1000 of population



Source: Public Sector Audit Appointments Value for Money Profiles 2015/16 - <http://www.psaa.co.uk/>

12. Future priorities

2017-18 and beyond

Our revised Integrated Risk Management Plan (IRMP) now provides full details of how we plan for the future, how we set our priorities and what those priorities are.

The IRMP is available to view on our website and details our priorities for 2017-2020. We will report back on progress against these priorities in the annual report for 2017/18.



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:

From Mrs C, Cambridge

I was woken by all eight of my smoke alarms going off. I was at home alone with my daughter and we were very scared. Although I could not smell any smoke, I was frightened to think that there may have been a small fire.

The crew arrived promptly and checked for signs of fire. They also disconnected the problem smoke alarms and left us with four new ones to cover integral areas.

I would like to say a huge thanks for reassuring me and my daughter. They were professional and courteous at all times.

From Mayfield Seniors, Cambridge

Thank you so much for your excellent presentation. Our members were so grateful for all the information and found it both interesting and reassuring and I am sure your information will pass from neighbour to neighbour and make us a very fire-aware estate.

Thank you very much once again.

From Mr S, Cambridge

Thanks to Simon, Ross and all of the team for their quick response and brilliant service in attending the chimney fire at our house.

We are incredibly grateful!

From Mr and Mrs P, Caxton

Thank you so very much for coming out on Saturday evening when many of you were no doubt enjoying an evening at home.

Your professionalism was superb and a great assistance in ensuring this ancient house, built in 1590, remained intact.

Many, many thanks Thomas and your whole team including Jonathan whom we regularly see with the post.

From Ms M, Cambridge

Huge thanks for making my nephew's visit to Cambridge Fire Station so fantastically special.

It was more than we could have wished for and it seems as though every third sentence he has uttered since then has included "Jake", "fire engine" and "water"! He called his mother to tell her all about what he'd done and who he'd met and she said he was so happy that she felt touched.

Oscar has wanted to be a firefighter since he was very young. His special needs mean that he will not gain such a job but if that is the way you relate to and enthuse other young people, then I'm sure you are responsible for many of them pursuing the fire service as a career.

Thank you again, to Jake, Chloe and Miles for giving one young man a day which I'm sure he'll remember always (he has an excellent memory!).

From a resident via the Service website

I feel I must write to make you aware of a brilliant bit of community work by your crew at Linton Fire Station. A few weeks ago, while visiting relatives in Linton, we were walking past the station. We had four children with us and they spotted the fire engine being cleaned on the forecourt. I approached one of the firefighters and asked whether it would be possible for the children to watch them as they are all avid Fireman Sam fans. The response was one of which you should be very proud. They gave the children a wonderful experience, showing them the fire engine, chatting to them and giving them some mementos. This all happened in five minutes but will last them a long time. I am aware that your crew had just been out to a call nearby and were just finishing off. Even more credit to them after that. Please pass on my thanks to the crew at Linton.

From Mrs W, Cambridge

I want to say thank you to you and your crew for getting me out of my car following an accident on the A14.

I am so grateful to your team and the ambulance crew for your patience and efficiency in getting me out.

Luckily my back is not fractured and I've been given the all clear at the hospital. Just time and rest and I'll be back to fighting fit!

From Mrs H, Peterborough

Thank you so much for making our day so special.

It was great to spend the afternoon with you all, even if you had to go out a couple of times. It added to the excitement!

We were all very impressed with your station and the cleanliness and precision of all your equipment.

My granddaughter now wants to be a firefighter. I bet you didn't realise it was also a recruitment opportunity!

I shall be waving every time I see a fire engine in the hope it's one of you!

From a resident via the Service website

I recently took my car to be washed at Stanground Fire Station as they were raising money for charity. I had my nephew with me who has severe autism. He loves fire engines and the officers were lovely with him. They allowed him to see the engine and even put the lights on flashing for him. He had a wonderful time and still remembers now. I just wanted to say thank you as this was such a lovely thing to do for him. They had time for him and were very patient.

From Ms D, Fulbourn

My nine year old daughter visited Ely Fire Station with school and was absolutely full of beans about it all. She learnt so much and gave me a detailed brief on the safety/risk talks and tasks they did, and said she wanted to stay longer.

I was really impressed with the subjects covered and what the children did as well as the activity pack they brought home.

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. Alternatively you can share your thoughts via email at feedback@cambsfire.gov.uk, via our website www.cambsfire.gov.uk through the 'contact us' section, or post a message on our Facebook or Twitter pages.

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

Thank you for your time.

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



Cambridgeshire Fire & Rescue Service

Fire HQ,
Hinchingsbrooke Cottage,
Brampton Road,
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www.cambsfire.gov.uk



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FIRE AUTHORITY**
Working together to improve community safety