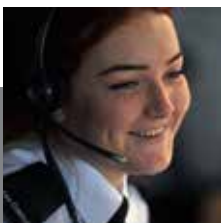




Annual Report and Statement of Assurance 2015/16



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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 2015-16 and outlines whether we met our targets and how we spent your money in delivering priority services. 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 2015/16



April

A video to promote considerate parking reached nearly 800,000 people on social media. The film was made following an occasion in Cambridge when crews were delayed getting to an incident because of badly parked cars.

A group from the Prince's Trust Team in Fenland produced a film to show their communities the impact of arson. Fenland in Flames was made as part of the group's 12 week course held at Wisbech Community Fire and Rescue Station which saw the young adults participate in drills and exercises to learn about team work and other beneficial life skills. The project is run in partnership with Norfolk Fire and Rescue Service, Cambridgeshire Constabulary and The College of West Anglia.

May

A campaign to deliver water safety education to young people in Cambridgeshire's schools was launched. #RememberRony saw staff delivering a water safety education package in secondary schools and educating primary school children through safety zone activities. Backed by the family of Huntingdon teenager Rony John, who lost his life while playing with friends in the River Ouse, the campaign was heavily promoted on social media and ran throughout the summer.

Staff from across the Service supported Dementia Awareness week as part of the

Service's drive to support the Dementia Friends campaign. Staff took part in information sessions to become Dementia Friends.

June

An inspirational leader, charitable firefighter and brave local resident were three of the five nominations from the Service that were shortlisted for national recognition at The Spirit of Fire Awards. The annual awards honour members of fire and rescue services and the public by recognising bravery within the community and dedication to The Fire Fighters Charity.

As part of the #RememberRony campaign, the Service teamed up with police and other emergency services to devise a water safety scheme to help save lives. New signage was installed at risky sites, that could be used by young swimmers to enable callers to precisely identify the site to emergency services' control rooms if someone was in danger.

July

Dogsthorpe Community Fire and Rescue Station opened its doors to the local community. Hundreds of people visited the station and saw crews demonstrate how they use cutting equipment at a road traffic collision and the dangers of a chip pan fire, as well as participating in fundraising activities.

August

Cambridge Black Watch was presented with an Animal Hero award following their rescue of a donkey from a storm drain. The watch was recognised for their tireless work in rescuing Noah by People for the Ethical Treatment of Animals (PETA).

September

Work began to redevelop Yaxley Community Fire and Rescue Station, with crews making the move to a temporary station across the village. In addition to a revamped and modern station, work started on a new smoke house training facility.

Crews from north and south of the county raised more than £2,000 for charity after taking part in two events. A record breaking car wash was held at Cambridge Community Fire and Rescue Station, while crews hit the streets of Peterborough for a fire engine pull.

October

A simulated multi-vehicle collision tested the skills of crews from Cambridgeshire and Bedfordshire. The mock collision involving three vehicles and multiple casualties also involved crews from the East of England Ambulance Service to practise life-saving skills. The exercise was organised by on-call staff at Gamlingay Community Fire and Rescue Station.

A spillage of mercury from an antique clock resulted in significant road closures in the



centre of Ely. The hazardous nature of the chemical meant a cordon needed to be enforced for the safety of crews and the public. The leak was contained and didn't spread any further.

November

The Service's annual awards evening took place at the Marriott Hotel in Huntingdon to celebrate long service and the outstanding achievements made by staff in the previous year.

A video to encourage people to get their chimneys swept to avoid a fire went viral with over a million views across various social media channels. Members of Cambridge Black Watch produced and starred in the video showing them dancing to the song 'Step in Time' from the film Mary Poppins.

December

Following their 11 week training course, 21 new wholetime firefighters joined their watches across the county. The cohort, including five women, was the second group to be recruited in consecutive years and was the largest group in more than 25 years.

The Service was rated as 'Excellent' against the Fire and Rescue Service Equality Framework following a visit from a peer review team. Highlighted was the

successful positive action campaign ahead of the wholetime recruitment process and the 'Olive Branch' training for voluntary sector organisations.

Chief Fire Officer Graham Stagg retired from the Service and Deputy Chief Fire Officer Chris Strickland was made temporary chief.

The annual Christmas sleigh ride organised by Yaxley Community Fire and Rescue Station raised more than £5,000. The 'on-call' crew spent four nights guiding Father Christmas around the village to raise money for The Fire Fighters Charity, Teenage Cancer Trust and Guide Dogs for the Blind Association.

January

Fire engines across the Service were issued with new oxygen masks designed for animals. The new masks, specifically designed for different sized animals, allow crews to provide additional support to any pets involved in a fire. The pet friendly kit was supplied by national charity Smokey Paws.

February

The Service pledged its commitment to ending mental health stigma and discrimination in the emergency services by signing the Blue Light Time To Change Association's pledge. Chief Fire Officer

Chris Strickland and Chairman of the Fire Authority Sir Peter Brown, committed to ensuring the Service promotes a better understanding of mental health problems while offering support and wellbeing advice to its members, staff and volunteers.

More than 50 firefighters tackled a large fire involving a garage and a house in Thorney. The garage contained vintage cars and the fire spread rapidly due to strong winds and a fuel tank.

March

The Fire Authority confirmed a new Chief Fire Officer for Cambridgeshire. Chris Strickland, the previous Deputy Chief Fire Officer, was recommended as the best candidate following a competitive assessment process.

2. Foreword

Welcome to our annual report and statement of assurance for 2015/16

We hope you enjoy reading about our achievements and memorable moments from the last financial year and that the report gives you a helpful understanding of what we deliver as a fire and rescue service.

Prevention is key to our success and working with partners to achieve this has been high on our agenda. At the same time we have been continually reviewing aspects of our response side to ensure we are utilising our resources in the best possible way to meet demand.

We welcomed 21 new wholetime firefighters to the Service and were really pleased that this number included five women following a targeted campaign at the tail end of 2014/15 to encourage more women to apply.

We were delighted to be awarded 'Excellent' status in a peer led Equality Assessment. We have been striving for excellence for a number of years and it is a testament to our staff and their commitment to equality that we have now succeeded in becoming one of the few fire and rescue services to reach the highest award. We will ensure we continue to look for ways we can improve by listening and acting on feedback from external peers and our communities.

We've had a change at the top of the organisation with a new Chief Fire Officer, Assistant Chief Fire Officer and Deputy Chief Executive. The Fire Authority also made plans to reduce the number of director posts from May 2016 to contribute to the money it needs to save during the current comprehensive spending review period.

Our partnership working has continued to develop significantly over the last year with improved data sharing to target those most at risk of fire in the community. We also seconded a fire officer into the Safer Peterborough Partnership who now manages police and council staff who are all working together on community issues in the city. We believe this unique partnership is the first of its kind in in the country and is taking organisational barriers away to better tackle local concerns.

Changes nationally have seen the fire and rescue service move from the Department of Communities and Local Government to the Home Office and the Policing and Crime Bill is working its way through

parliament looking to make it a statutory duty for emergency services, particularly police and fire, to collaborate. We already collaborate with a number of partners including the police and ambulance service across a wide range of areas and we welcome this legislation which will help us make our services more efficient. We are going to be working closely with the new Police and Crime Commissioner for Cambridgeshire to look at the most appropriate way for us to take this forward and are sure that, this time next year, we will be feeding back plans on how we intend to progress the collaboration, particularly around our estates.

A continued area of focus for us has been our on-call fire stations. Our on-call firefighters are a vital part of our rural service and their commitment and passion to serve their community is commendable. Unfortunately, for a whole host of reasons and mirroring the picture nationally, we have seen a steady decline in the number of years on-call firefighters stay with us and the availability they are able to provide in some areas. This is resulting in some of



our fire engines not being available for considerable periods of the day and is something we are looking at closely. There are no simple solutions though and we are developing plans to try and improve retention to ensure we maintain an adequate number of fire engines both day and night. This has been one of our priority projects this year and will remain so.

We've been doing a lot of planning this year to improve some of our community safety work and looking at what else we can deliver with the skills and unrivalled reputation our staff have. We look forward to seeing some of these plans come to fruition next year with new Safe and Well visits for elderly and vulnerable members of our community and a new scheme for young people to improve their self-confidence and empower them to take responsibility for their life choices. Two exciting schemes we know will make a difference to people's lives and we look forward to reporting back on their impact next year.

Whilst on the subject of community

safety, it would be remiss not to mention our dancing firefighters that became an internet sensation after using the power of social media to promote a message about the importance of getting chimneys swept. With over a million hits we have to commend the creativity of Cambridge Black Watch to make safety messages fun and engaging.

Please stay in touch with us throughout the year and we 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 new website www.cambsfire.gov.uk



Sir Peter Brown
Chairman of the 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 Department for Communities and Local Government (May 2013).

Statement of Assurance

Cambridgeshire and Peterborough Fire Authority is satisfied that its business during the financial year 2015/16 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:



Sir Peter Brown

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 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, agrees the strategic direction set out in the five year blueprint and decides 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 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 2015/16:

Kevin Reynolds
Dr Jocelynne Scutt
Charles W Swift OBE
Julie Wisson

Current members of Cambridgeshire and Peterborough Fire Authority



Sir Peter Brown
Chairman



John Peach
Vice-Chairman



Barbara Ashwood



Ralph Butcher



Simon Bywater



Daniel Devine



Derek Giles



Roger Henson



Mohammed Jamil



James Lillis



Mervyn Loynes



Mac McGuire



Lucy Nethsingha



David Over



Paul Sales



Joshua Schumann



Michael Shellens

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



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
- Resilience
- Democratic and Legal Services



Rick Hylton Assistant Chief Fire Officer

Responsible for:

- 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 on our emergency planning can be found on our website.

We hold British Standards in business continuity and also information management (BS22301 and BS27001). The Business Continuity and Information Security Forum (BCIS) exists 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 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

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 Department for Communities and Local Government website: www.gov.uk/government/organisations/department-for-communities-and-local-government

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 2015/16 will be published in our equalities compliance report due out in December 2016.

More information on how we meet this duty can be found on our website.

Our values

Cambridgeshire Fire and Rescue Service has introduced a set of key values that we are all expected to incorporate into every aspect of our 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 2015/16 were to:

- Carry out an employee engagement survey, report findings to staff and develop an action plan to address any identified need for change
- Develop a new equality and inclusion strategy with an action plan
- Analyse lack of diverse representation at all levels of the organisation and begin to address this
- Develop a positive action strategy and action plan aimed at improving diversity in recruitment selection, development and progression
- Develop partnerships with additional voluntary sector agencies to share data and identify and target the most vulnerable in our communities
- Improve confidence and trust of staff so more feel able to disclose protected characteristics
- Embed 'one team' behaviours throughout the Service
- Provide an accessible and cost effective solution to any language barriers in delivering services.



Highlights of achievements for 2015/16

- Our work to identify the most vulnerable people in our societies and so reduce risk of fire fatalities and injuries continued with the Olive Branch Initiative. This involved fire service personnel delivering training to voluntary sector organisations, charities and care companies so that they can identify fire hazards in the home and refer people at risk to us for a Safe and Well visit.
- Dementia Friends sessions continued for both staff and partner organisations resulting in four Dementia Friends champions among staff delivering over 60 sessions and making approximately 550 dementia friends between them as well as supporting other organisations to adopt the programme.
- A concerted effort to attract women and people from minority ethnic backgrounds to consider firefighting as a career through social media and targeted advertising meant a higher number of applications was received from these groups compared to the previous year.
- A sustained campaign to explain to staff the benefits of recording their equality data on a confidential human resources database, so equality trends and issues can be identified, led to an increase in recording of religion/belief and sexual orientation from 50 per cent and 51 per cent respectively in August 2015 to 78 per cent and 77 per cent respectively in October 2015.



5. Integrated Risk Management Plan

Managing risk

The Integrated Risk Management Plan (IRMP) is a public facing document covering a five year period and represents the latest evolution of the IRMP process for Cambridgeshire and Peterborough. It reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and to further reduce the level of risk in the community. The plan also includes the community safety strategies and the 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.

Integrated risk management is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fire and rescue related incidents. The information is then used to enable clear targets to be set for how we aim to further improve operational performance.

If, following a review, it is deemed appropriate to consider making changes to the way the service is provided to the public, a 12 week public consultation will be undertaken. Details of consultations undertaken are published on our website.

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

The full IRMP document can be found on our website.

The IRMP objectives for 2015 to 2019 are:

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
- Working with the third sector (for example the Community Fund and Community Champions), we are able 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 for 2015 to 2019 are:

- 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 business 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 for 2015 to 2019

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 for 2015 to 2019

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
- Work towards adoption of national guidance for operational incidents
- 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, 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 (two 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 to 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 twenty 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, to be 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 principle 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

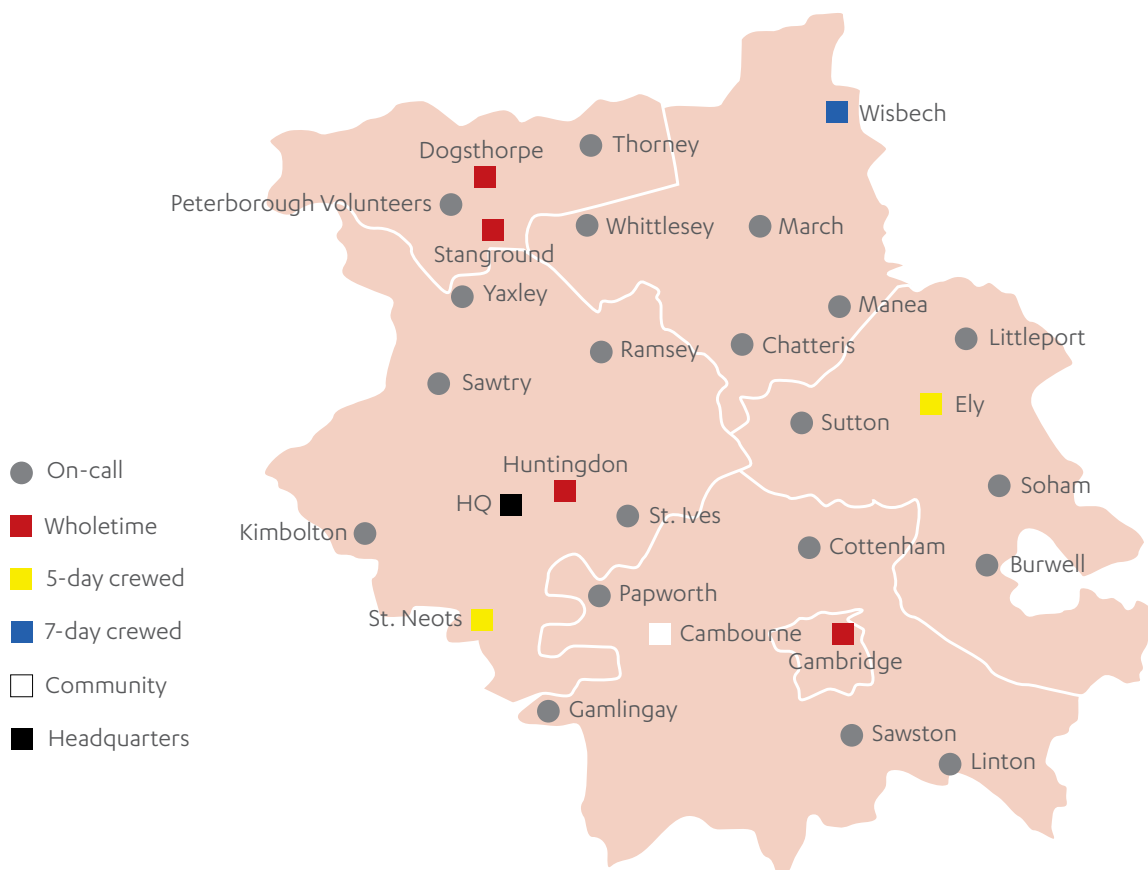
We currently operate from 28 fire stations across Cambridgeshire and Peterborough, 27 of which are operational. Management, support departments and the UK's first Combined Fire Control are all based at our Service Headquarters in Huntingdon.

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 272 wholetime firefighters (including principal officers) and 228 on-call firefighters. A total of 41 staff operate our Combined Fire Control, mobilising appliances across Cambridgeshire,

Peterborough and Suffolk. We also have 115 staff who work in support roles across the Service in essential operational and business support functions, including Learning and Development, Health and Safety, Recruitment, Property, Media and Communication, Finance and Human Resources.

We have a fleet of 33 operational fire engines, two MultiStar 1+ (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:

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

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.



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 2015/16 we:

- Began a major rebuild of Yaxley Community Fire and Rescue Station, due for completion October 2016.
- Completed a recruitment campaign for wholetime firefighters, welcoming 21 new recruits to the Service and started a third campaign to recruit more in 2015/16 proactively targeting under-represented groups.
- Targeted recruitment at specific on-call stations to improve availability, resulting in the recruitment of 40 new on-call firefighters.
- Maintained the availability of some of our on-call fire engines by using our staff more flexibly.
- Purchased two replacement rescue vehicles currently deployed at Cambridge and Peterborough fire stations.
- Joined together pre-planned, no-notice exercises and formal training to improve and check firefighter skills are at the highest level. This has allowed staff to gain greater confidence in delivering operational excellence to our communities.
- Attended 6,826 incidents, (up 6.2 per cent on previous year of 6,426).
- Rescued 20 people from house fires.
- Provided assistance to between 95 and 445 people at road traffic collisions (based on 80 incidents where up to five people were assisted).



Case Study

Firefighter's award winning iBook boosts on-call training



New on-call recruits are being given the benefit of award winning, innovative technology as they train to become firefighters.

Rather than the traditional folder filled with photocopied information sheets, recruits have been issued with iPads loaded with interactive iBooks, complete with high quality instructional video clips.

The concept was the idea of Training Centre Watch Commander Stocker Standen, who collected a Service Excellence Award for Innovation in November 2015 to recognise his success and commitment to improvement for this project.

Head of Training Centre Station Commander Brenan Morgan said: "The end product is a fantastic package for new recruits utilising technology most people are familiar with to deliver visual

training guides. The videos enable trainee firefighters to continue to watch demonstrations at home when away from the drill yard and the interactive nature of the iBooks is proving a popular way of learning.

"We have already had a lot of interest from other fire and rescue services and other training providers who really like the concept and want to use it or develop it further."

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 2015/16 we:

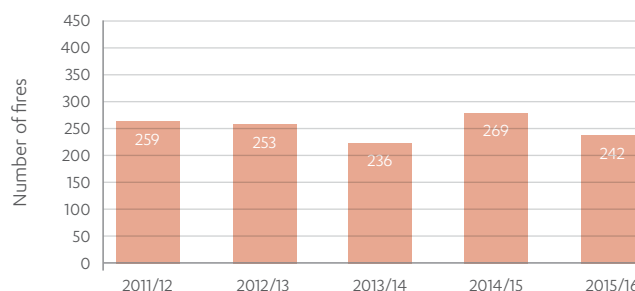
- Expanded our partnership working with the voluntary sector, giving us greater access and an ability to support the most vulnerable in our communities
- Worked closely with partners to tackle the issue of hoarding across the county
- Work in partnership with Peterborough prison to assist with the rehabilitation of convicted arsonists prior to their release
- Trained staff to assist the police in the delivery of the PREVENT initiative within Cambridgeshire, helping drive down radicalisation of youths
- Became delivery partners with the Prince's Trust and Huntingdon Youth Centre, delivering a number of successful initiatives
- Worked with Cambridgeshire County Council and the Adult Social Care team to create a joint delivery model and formalise data sharing arrangements.

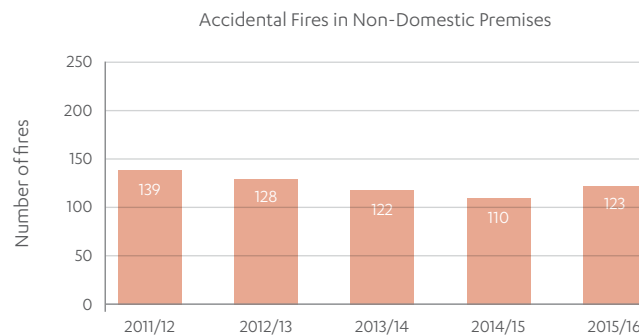
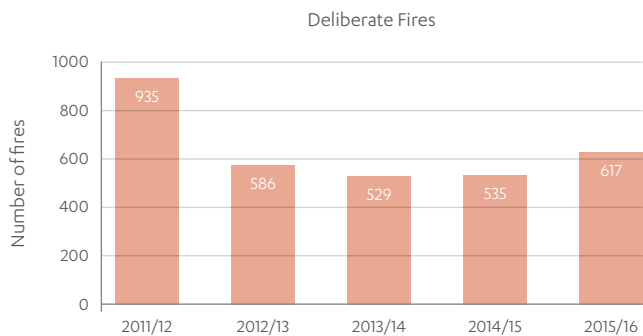
Performance data highlights (compared to 2014/15)

- There was a decrease in the number of accidental house fires by 10 per cent (from 269 to 242). Of the 242 fires, 81 (34 per cent) did not require any firefighting action.
- There was an 11 per cent increase in the number of accidental fires affecting business premises (from 110 to 123)
- There was an increase in deliberate fires by 15 per cent (from 535 to 617)
- There was a 6 per cent increase in false automatic fire alarm calls affecting business premises (from 1349 to 1429)
- There was a 29 per cent increase in the number of fatal and non-fatal casualties in primary fires. This equates to an increase of 16 people, from 56 to 72; nine fatalities and 63 injuries.
- We saw a reduction in the number of people killed, or seriously injured in road traffic collisions from 361 to 360.

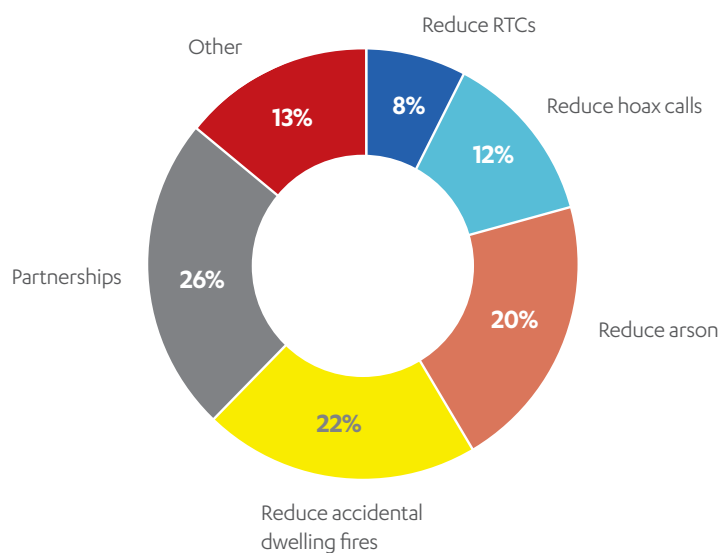
Despite some increases this year, over the past five years fires have continued to fall, and remain below the IRMP target we set.

Accidental Dwelling Fires





Breakdown of time spent on different prevention activities

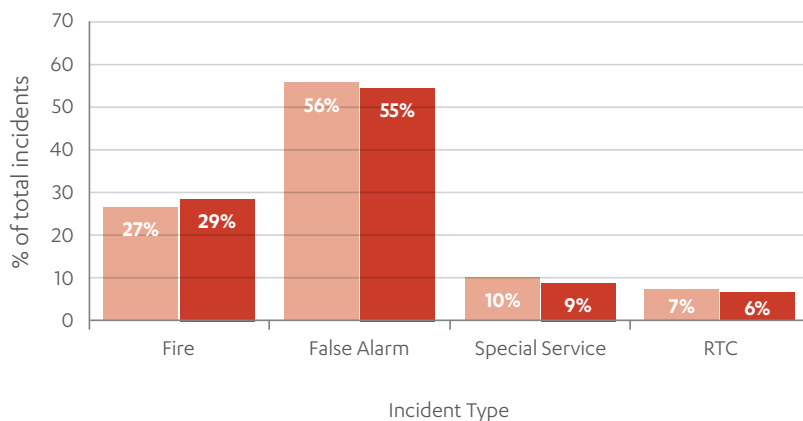


RTCs – Road Traffic Collisions

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

Other – includes representing CFRS at local meetings

Incidents we attended by percentage make up (comparison 2014/15 – 2015/16)



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

Attended 6,826 incidents, (Up 6.2 per cent on previous year of 6,426).

Case Study

Olive Branch training helping to support and protect vulnerable residents



In March 2015, following strong evidence drawn between fire deaths and hoarding activity, the Service led a project looking into a strategic approach to hoarding and how we deal with it in relation to fire safety in the home.

Working with a multi-agency working group of more than 40 organisations, expertise and advice was gathered and the Service published a protocol for agencies who work with people who display hoarding behaviour. The document now serves as a best practice model in dealing with hoarding activity.

Leading on from this project however it became apparent that even with a best practice model, much more needed to be done in order to identify and engage those people most at risk.

The Service launched Olive Branch in May 2016, adapted from a successful model used in Staffordshire, as a means of educating all organisations and agencies working directly with vulnerable people in the community, including voluntary sector organisations, charities supporting vulnerable people and care companies providing supported living.

The programme involves delivering free of charge training on hazard identification and how these can be different depending on people's individual circumstances and the nature of their vulnerability for example, old age, disability, immobility or living alone.

Where a vulnerable person is identified by an agency, they can directly refer the person to the fire and rescue service. The Service takes action on every Olive Branch referral received.

The Service has been delivering the Olive Branch programme to organisations throughout the county such as MIND, Alzheimer's Society and wider commercial care providers. Wendy Coleman, Community Fire Safety Advisor and Safeguarding Manager for CFRS said: "The opportunity to expand the programme's partners and therefore our reach and referral rates, will mean we consistently offer a comprehensive multi-agency assessment process giving us the opportunity to work differently in the best interests of those that need us most."



Value for money

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

- Actively seek 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 2015/16 we have:

- Continued to streamline and improve our support processes - using our middleware technology STEP
- Improved our on-call payments process and our on-call recruitment process using STEP, making time and cost savings as well as providing the user with a more dynamic experience
- Joined the newly created Risk Mutual with eight other fire and rescue services which replaces our old insurance cover. By joining this mutual we have made monetary savings as well as creating a group that proactively reviews risk and shares best practice across each service
- Continued to represent the fire safety issues of our existing Primary Authority Scheme partners and seek cost recovery agreements with business and commerce; the primary authority received £14,892 in the last financial year
- Implemented a new end user computing environment to increase productivity and improve the overall user experience of ICT
- Received just over £1m from the profit share of the Parkside redevelopment in Cambridge which provided an operational fire station at no cost to the public.



Case Study

Recruitment process more efficient thanks to new interactive process



A new process for the recruitment of on-call firefighters has been introduced resulting in a more efficient and less frustrating process for all.

Previously the recruitment process was paper based and proved labour intensive for both the Service and the applicant. In the past, the long drawn out paper process resulted in applicants dropping out of the process.

New technology utilised by the Service presented an opportunity for an online automated system to be created. The Service consulted with other fire and rescue services to scope the process to ensure it was universal and would meet other services' requirements too.

Now, an individual expressing an interest in joining the Service is seamlessly taken from their initial inquiry right through to the start of their role using the online process, even identifying their uniform measurements and requirements.

Incorporated in the technology behind the process is also an integrated text message service which allows texts to be sent to applicants to remind them of dates and times for appointments, resulting in fewer being missed.

Matthew Warren, Deputy Chief Executive, said: "The investment in technology has enabled us to improve the recruitment process for an individual, whilst saving ourselves time in managing the entire process.

"The recruitment of on-call firefighters is an ongoing focus for us and so knowing we were losing potentially good applicants was a concern. Feedback from those using the new system has been very positive and we are now having an increased number of applications being processed which is a great outcome."

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 2015/16 we have:

- Achieved 'Excellent' status in a peer led equality assessment.
- Run our first 'Insight' development programme for aspiring managers from across all areas of the Service.
- Launched a new website responsive to handheld devices, making our information more accessible.
- Continued to develop our social media sites to ensure people can keep up to date on Service activities, interact with the Service and make their views known. We have nearly 12,000 followers on Twitter and over 8,000 fans on Facebook.
- Introduced a new email subscription service to enable people to sign up to news, incidents and safety messages relevant to them and their local area, as well as smoke alarm testing reminders.
- Engaged with managers at all levels in shaping the Service through regular management seminars.
- Analysed the outcome of last year's employee survey and engaged with staff to develop an action plan to improve areas that scored lower levels of satisfaction.
- Provided awareness sessions for around 280 staff to enable them to become Dementia Friends, taking the total number of staff who have become a Dementia Friend over the last two years to 550.
- Launched a series of practical workshops to support new line managers.



Case Study

New development programme gives aspiring managers ‘insight’



Second Insight cohort

A cohort of 12 operational and support staff became the first to take part in a new personal development programme aimed at aspiring leaders.

The ‘Insight’ programme is led jointly by the Service and its development partner t-three and aims to give participants an insight into the role of a leader and the skills that this may require, including an opportunity to take part in some self-analysis and reflection activities.

Using masterclasses, personality profiling, personal feedback sessions and group work, the cohort developed their self-

awareness, confidence and presentation and communication skills during a series of events.

Area Commander Maurice Moore, who sponsored the first programme, said: “The programme was extremely successful and we had really positive feedback from everyone who took part.

“It was the first time we had run a programme like it and we were delighted that a number of those that took part went on to be successful during a promotion process later on.”

He added: “As a Service we are committed to investing in our staff to help them reach their full potential, whether that is climbing the career ladder or just being the best they can be at the role they do. By investing in our staff and getting the best out of them we get to deliver an even better service to our communities.”

A second cohort of staff was selected at the end of the year ready to start the programme in April.

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 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

In October 2011, working in partnership with Suffolk Fire and Rescue Service, we became the first fire and rescue service to prove that the concept of the Combined Control works. All 999 calls for both Suffolk and Cambridgeshire are answered by control operators based at our Service 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, the 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, the 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. 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

Officially launched in April 2014, the ICT Shared Service provides ICT support to both Cambridgeshire and Bedfordshire fire and rescue services.

Unlike many other collaborations, this one was not about making financial savings. The three main benefits of the shared service are:

- The ability to support both organisations for a longer period throughout the day – providing on-call stations with ICT support during drill nights, and to evening watches in control and on wholetime stations during the first few hours of their shift.
- The ability to have a skilled ICT technician on call 24/7 365 days a year to respond to any critical incidents involving the IT system.
- The ability to recruit staff with very specific skills, which is something that could not be achieved within the smaller ICT teams both services had previously.

Service Transformation and Efficiency Programme (STEP)

The STEP programme is a collaboration between Cambridgeshire, Bedfordshire and Devon and Somerset fire and rescue services, which are working with IBM to automate processes within their organisations to make administrative processes more efficient, saving considerable staff time and longer term, saving money.

In 2015, the STEP partnership was awarded £1.45 million from the Government's Transformation Fund to develop an ambitious and innovative cloud-based solution to improve the efficiency of on-call firefighter recruitment. This new process was launched in Cambridgeshire at the beginning of March 2016 and since then we have made efficiency savings of over 80%, the other members of the collaboration are now looking to implement this process and we are engaging with other fire and rescue services around the country.

Safe and Well visits

The Service is currently working with a number of partner organisations to expand its home fire safety visits 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 new Safe and Well visits will start during 2016/17 and will have clear referral paths for fire service staff to ensure residents get the specialist support they need should an issue be found.



Case Study

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 partnership 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.

The Prevention and Enforcement Service (PES), which reports to the SPP board, is a unique partnership model whereby a fire service station commander, together with a police inspector and council manager are jointly responsible for directing the community safety work of other staff within the unit who come from a number of different agencies.

Starting in April 2016 and working uniquely with a mixed organisation line management structure, the PES allows staff to become multi-disciplined and enforce across a range of issues, making services more efficient and responsive. The service consists of approximately 130 officers from across the agencies.

All staff have access to community accredited powers, including being able to issue penalty notices for offences such as disorderly behaviour and street drinking and where required wear a uniform to maximise visibility. They are also equipped with radios to enable quick and efficient communication and gain information promptly from systems such as the Police National Computer.

The PES has priority areas it looks to address which include:

- Road safety
- Crime reduction and prevention
- Anti-social behaviour
- Neighbourhood policing
- Drugs and alcohol referral
- Safer schools
- Parking enforcement.

The PES has already made significant progress in improving both community safety and relationships between organisations and Peterborough residents. Reported crime has fallen ahead of the national average as a result of the partnership placing a focus on an integrated way of working and co-ordinating activity around places and people with a high risk of offending.

CFRS Station Commander Karl Bowden is the Joint Head of Service for the SPP, he said: "We have made incredible progress to date and the partnership is having a real positive impact on networks we have established within Peterborough's communities as well as strengthening our relationships with other services. The Service brings a huge amount to the partnership including leadership and management capacity and also experience in delivering prevention activities, which is one key area we are looking to progress in the SPP.

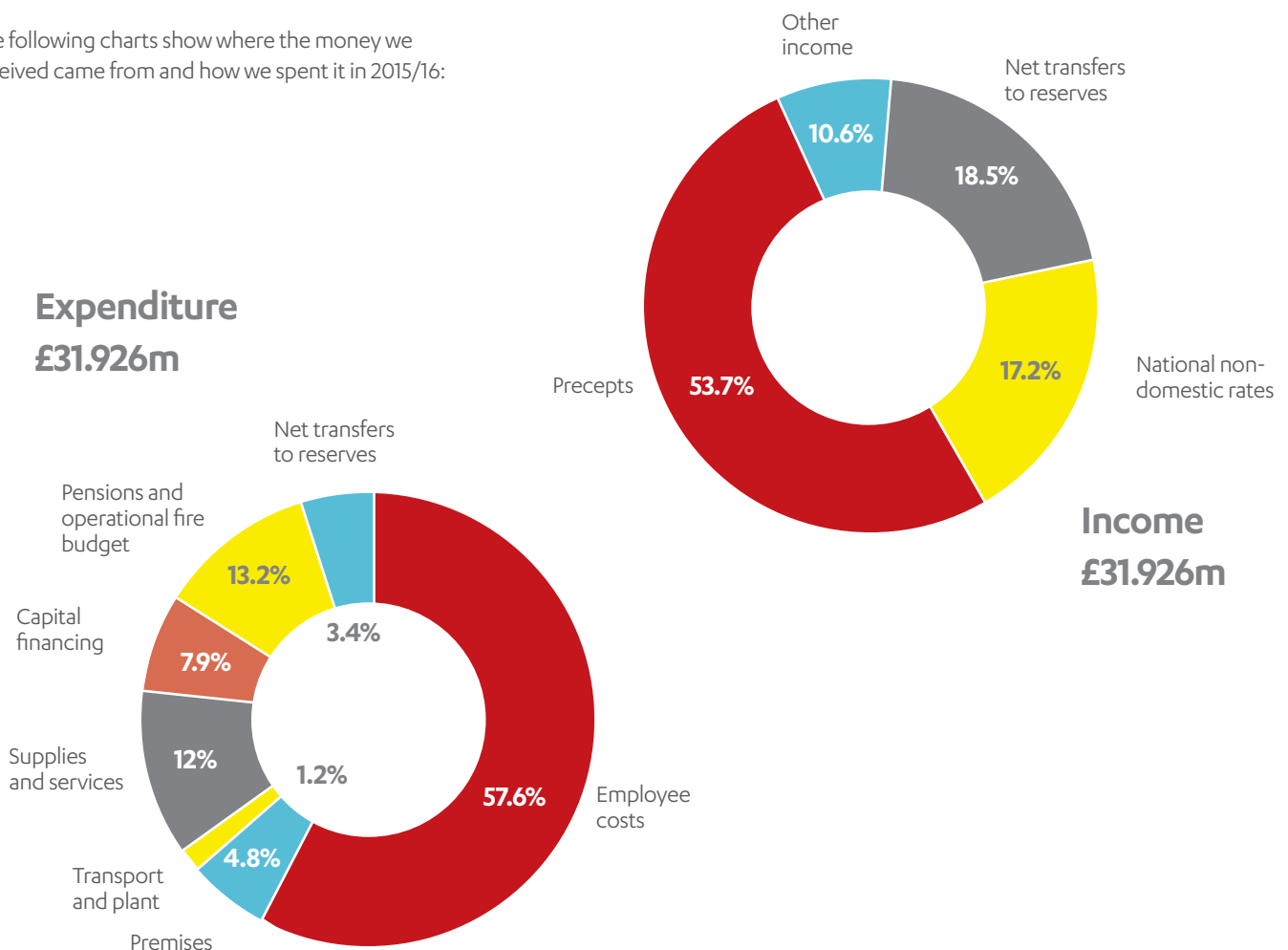
"However going forward, there is still much to do. Despite progress made, the city still falls within the bottom quartile of offences per thousand of population nationally and there is a significant variation between actual crime levels and the perception of crime amongst the city's residents so we have a lot of development planned to look at how we tackle ongoing issues and address new ones to help build safe and secure communities."



Where our money comes from and how much we spent

The Fire Authority's total net budgeted expenditure during 2015/16 was £27,482,000. This was made up of £31,926,000 (expenditure) less £3,371,000 (other income) and £1,073,000 (net transfers to reserves). £17,163,000 was collected from council tax payers - this amounted to £64.26 a year for a Band D council tax household, making Cambridgeshire Fire and Rescue Service 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 2015/16:



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

	Final Budget £000	Actual Expenditure £000	Variance £000
Wholetime firefighters	10,321	10,299	-22
Control room staff	1,513	1,356	-157
Local Government employees	3,360	2,832	-528
Senior management	2,387	2,487	100
Recruitment and training	985	877	-108
Fire allowances	510	547	37
EMPLOYEE COSTS TOTAL	19,076	18,398	-678
Property maintenance	448	394	-54
Insurance	224	188	-36
Energy costs	280	253	-27
Cleaning	125	129	4
Rents and rates	536	562	26
PREMISES TOTAL	1,613	1,526	-87
Car and cycle allowances	65	60	-5
Vehicle running expenses	186	186	0
Vehicle insurance	183	145	-38
TRANSPORT AND MOVEABLE PLANT TOTAL	434	391	-43
Office expenses	302	310	8
IT and communications equipment	1,663	1,416	-247
Fire equipment	287	253	-34
Uniforms and clothing	618	523	-95
Other supplies and services	3,529	1,320	-2,209
SUPPLIES AND SERVICES TOTAL	6,399	3,822	-2,577
Debt charges	2,516	2,516	690
External interest	-121	-121	-31
CAPITAL FINANCING	1,736	2,395	659
CONTROLLABLE EXPENDITURE	29,258	26,532	-2,726
Other income	-1,353	-1,171	182
Other Government grants	-2,006	-2,080	-74
CONTROLLABLE INCOME	-3,359	-3,251	108
NET CONTROLLABLE EXPENDITURE	25,899	23,281	-2,618
Pensions - injury awards	588	750	162
Operational fire budget	3,880	3,451	-429
SAFETY-NETTED EXPENDITURE	4,468	4,201	-267
NET EXPENDITURE	30,367	27,482	-2,885
Grant/precept income	-28,534	-28,555	-21
Transfers to/from earmarked reserves	-1,833	-53	1,780
Year end transfer to Capital Reserve		1,126	1,126
CONTRIBUTIONS	-30,367	-27,482	2,885
CONTRIBUTION TO GENERAL RESERVE		0	0

Variiances: 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)	37
Multistars (aerial appliances)	2
Turntable ladders	2
Rescue vehicles	2
Other special appliances	9
Reserve and training appliances	7
Other vehicles	112
TOTAL	171

Capital Spending

During the year the Authority:

- Purchased 19 vehicles at a cost of £776k
- Undertook equipment and IT projects totalling £443k
- Carried out building works totalling £410k
- Carried out work on assets under construction totalling £684k.

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 2015/16 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 2015, 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 2016.'

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 2015/16 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 an independent audit company to carry out internal audits to ensure its internal systems of control are appropriate. Reports and recommendations arising from these audits are taken to the Authority Overview and Scrutiny Committee before being presented to Fire Authority for consideration and approval.

Financial Transparency

The Local Government Transparency Code 2014 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.

The Service publishes this information on its website.

To streamline and simplify access to this information the redesign of our website includes a specific Transparency Code section.

11. How our performance compares nationally

Public Sector Audit Appointments Fire and Rescue Authority 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 on the VfM tool (2014/15) 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.

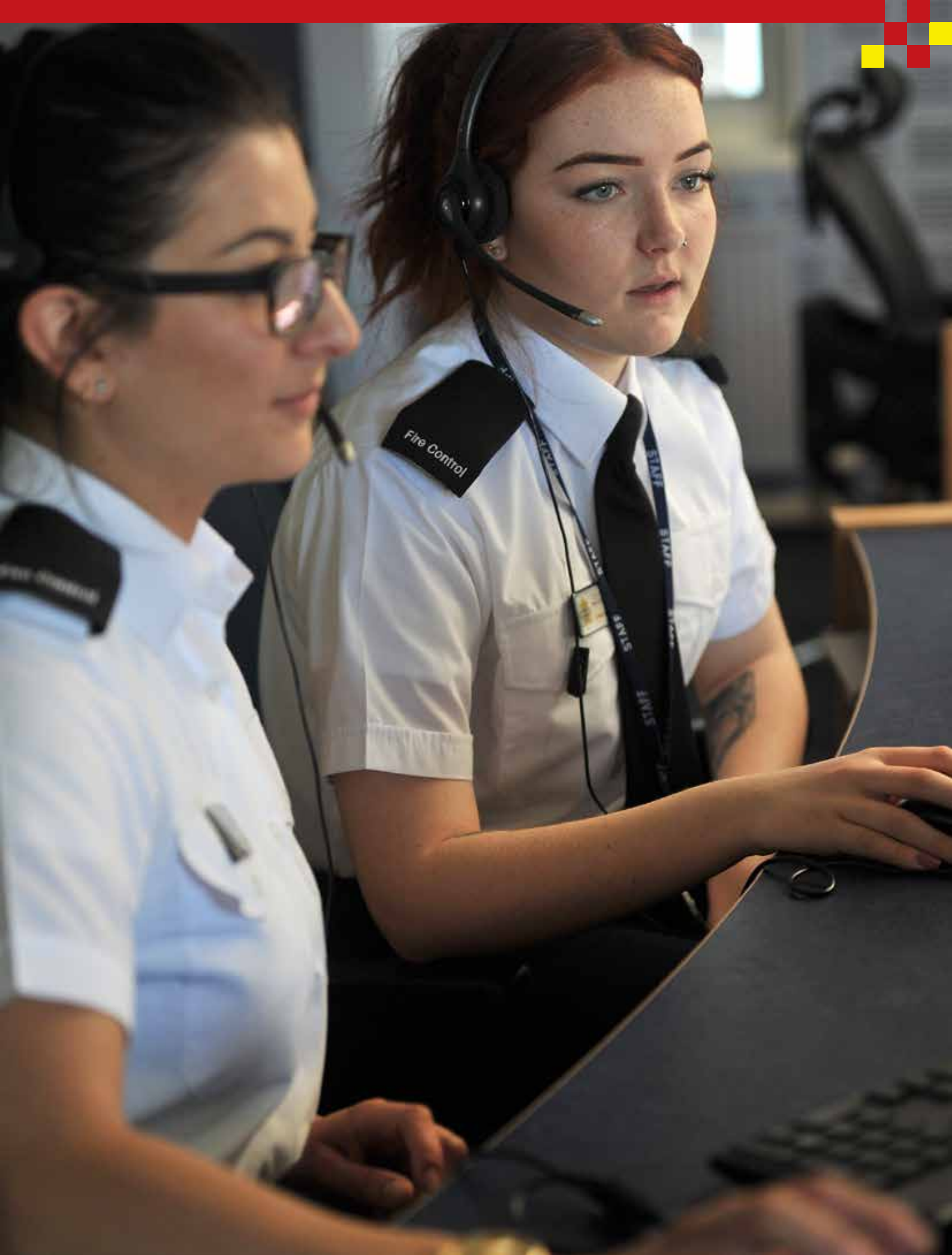
The indicators below show how much Cambridgeshire Fire and Rescue Service spends on key services and how this compares with other similar sized services across the country. As you will see we are in the lowest 25 per cent in all of the key areas across the fire and rescue service, evidence of how cost effective our Service actually is.

Overview

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	2014/15	£30.304 per 1000	6%		In the lowest 10%	£36,552 per 1000
Spend on fire services (net spend plus total income) per 1,000 population	2014/15	£31,558 per 1000	4%		In the lowest 20%	£37,787 per 1000
Number of incidents per station	2014/15	105	-6%		In the lowest 20%	186
Total spend on workforce per 1,000 population	2014/15	£23,709 per 1000	-3%		In the lowest 25%	£26,258 per 1000

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



Service achieves ‘Excellent’ status in equality assessment



Following a visit by an assessment peer team in November 2015, the Service became one of only a handful of fire and rescue services to be rated ‘Excellent’ against the Fire and Rescue Service Equality Framework.

The team commended the successful positive action campaign which resulted in five women being among the 21 successful candidates to join the Service as firefighters. They also spoke positively about the Service’s ‘Insight’ development programme for aspiring leaders and were impressed by new initiatives such as Olive

Branch training, mental health first aid training and setting up new referral pathways with Red Cross, Age UK and others.

Chief Fire Officer Chris Strickland said: “This is a significant achievement for us and one that we are very proud of. We recognise that receiving this status doesn’t mean we are perfect but it rewards our staff’s efforts, commitment and achievements to date in this important area and we will continue to progress our work further, working with partners, community groups and staff.”



12. Planning for the future

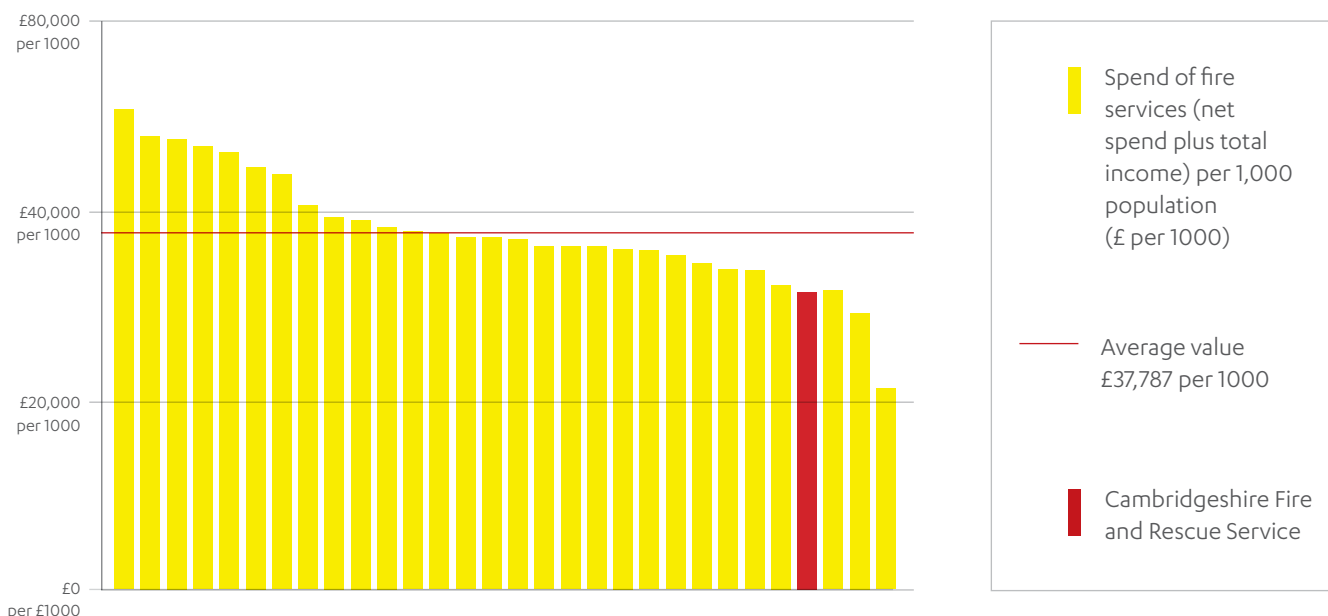
National agenda and challenges

Cambridgeshire, incorporating Peterborough City, is one of the fastest growing counties in the country.

In addition to the challenge of significant national and local initiatives, we still have to ensure the people of Cambridgeshire and Peterborough receive a high quality, value for money fire and rescue service.

Cambridgeshire Fire and Rescue Service is the fourth cheapest fire and rescue service per 1,000 population in the country (Public Sector Audit Appointments Value for Money Profiles 2014/15 - <http://www.psa.co.uk/>)

The chart below shows Cambridgeshire and Peterborough Fire Authority's net spend per 1,000 population compared to all other fire authorities.



Despite being a small local authority, we still face many of the challenges other larger counterparts face including:

- Working effectively with our partners to deliver local priorities that best meet the needs of local communities in an environment of increasing population but reducing budgets.
- To meet requirements of the Government's Comprehensive Spending Review (CSR). Between 2011 and 2014, the Service

- made £4.2m of cuts to its budget in order to meet reductions in government grant funding. We are now into the next CSR taking us to 2020, during which we need to find a further £3.2m of savings.
- Measuring our success through good performance monitoring and management.

How we plan

Our planning framework has been developed to demonstrate the links between the Fire and Rescue National Framework, our Service vision and strategic aims, and our risk management processes.

We maintain a rolling five-year blueprint which provides a statement of the outcomes that stakeholders can expect from the Service at the end of each year, for the next five years, contributing towards achieving our four strategic aims (outlined on page 21).

The development of the rolling five-year blueprint is informed by a number of key drivers:

- The National Framework
- Our Integrated Risk Management Plan
- Funding
- Our strategies
- Partnership agreements
- General consultation
- Legislation
- Audit and corporate assurance.

We are currently reviewing our planning process to strengthen our integrated risk management planning approach and links with our operational risk management plan.



Corporate priorities 2016/17

Over the next year we have set ourselves the following priorities:

Priority	Description
Yaxley Fire Station redevelopment	Redeveloping the existing station site with a fit for purpose modern community fire station with appropriate training facilities.
Review of operational training facilities	Carrying out a number of upgrades to fire station training facilities to ensure firefighters can train for the many skills they are required to use at incidents.
Huntingdon Hub (Service Headquarters/ Huntingdon Fire Station/Training Centre relocation)	The current headquarters building is expensive to maintain, unfit for purpose, and needs much work to bring it up to modern day standards, estimated at a minimum of £500,000. By integrating the Huntingdon Fire Station and Service Training Centre within the site it makes effective use of resources.
Crewing of rescue capability	This project will look to identify the most effective method of providing the more specialist rescue response.
Huntingdon Fire Station crewing arrangements	As part of the Huntingdon Hub project, it was agreed that it was an opportunity to review the crewing arrangements at Huntingdon Fire Station.
On-call sustainability	This project will identify and progress agreed options for improving retention and availability of the on-call service.
Co-responding	To trial the utilisation of our resources to respond to medical emergencies in order to deliver basic life support and defibrillation interventions.
Succession planning	To continue the programme of work under the strategic guidance of the Development Steering Group to embed development programmes, identify clear career pathways and explore options for the implementation of a pilot apprenticeships programme.
Employee engagement survey action plan	To deliver the prioritised action plan developed by staff in response to the results of the employee engagement survey undertaken in 2015.
Operational recruitment and promotion processes	To ensure professional and timely wholetime recruitment and promotion processes that deliver the required number of candidates for roles at all levels across the operational workforce.
People impacts (Huntingdon Hub Project)	To engage with staff on areas they will be able to influence about the new building and consider cultural changes that can start to be made now, to ensure a smooth transition to the new site.
Adult social care data	Maximising the information available to identify vulnerable groups so individuals can be prioritised for Safe and Well visits.

Other business development projects to run in 2016/17 include:

- A review of our aerial capability
- A review and procurement of asset management software
- A refresh of the infrastructure in the Combined Fire Control
- Meeting the requirements of the Comprehensive Spending Review (to ensure we find the relevant savings each year)
- Replacement of our mobile data terminals on fire engines.

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:

I would like to pass on my deepest thanks and gratitude to the crews that attended the accident I was involved in at the traffic light crossing near Ely train station. Being cut out of your car is not your usual Sunday expectations. The teams that attended worked amazingly and made me feel incredibly safe through the whole horrible experience. Once again thank you so so much.

Ms L via Facebook

Thank you so much for attending the summer fete in Orton Wistow. I think some of the kids and adults will be talking about it for weeks. Your team were great fun and great with the kids, I hope they enjoyed the visit as much as we did having them.

Ms S, Peterborough

I am just writing this email on behalf of all of the children and staff from Ridgefield Primary School that attended the Safety Zone workshops. We want to say a huge thank you to you and all of the fantastic people. We felt that it was very informative and just right for what the children need to learn about keeping themselves safe. We thought all workshops were age appropriate, interesting, engaging and informative. Thank you for inviting us to be a part of the brilliant opportunity.

A teacher at Ridgefield Primary School, Cambridge

Thank you so much for the Olive Branch training, it was brilliant. I wanted you to know that every one of my staff have contacted me today and said how much they enjoyed the training and how much they are looking forward to working in partnership with the fire service.

Ms D, Alzheimer's Society

I would like to say a big thank you to you all for presenting at our Safety Day. We have had such positive feedback from our Year 8 students as well as the staff attending the sessions. Thank you once again for your help.

A teacher at Arthur Mellow Village College, Peterborough

I just wanted to thank your teams for your cooperation and assistance at the road traffic collision in Orton Southgate. Despite this being an unusual incident, I felt that the teamwork demonstrated by those who attended made the operational aspect run exceptionally smoothly – thus allowing swift and efficient delivery of care to those who were injured. Having spoken to one of the paramedics who arrived first on scene, we wanted to thank CFRS staff who helped with the casualty.

Mr P, East of England Ambulance Service

A big thank you to you all for your outstanding help and support on Christmas Eve when the bus crashed into our building on Broadway. Guide Dogs can't thank you enough for your professionalism and the speed with which you came to our aid, plus the time and effort you put into making our building secure. We are tidying up and will soon be back to normal supporting blind and visually impaired people across East Anglia. Please convey our thanks and good wishes to all who assisted us on the day.

Guide Dogs East of England

I'm writing to you to say an enormous thank you for all the work you have put into organising the awesome Huntingdon Safety Zone we attended. I really enjoyed all the different stations. I enjoyed learning about CPR and recovery positions and I also enjoyed learning about cyber bullying. My favourite activity was the fire alarms and escape routes. Thank you again for organising our fabulously awesome trip, I found it really interesting.

A pupil at Brampton Village Primary School

I would like to take this opportunity to thank Cambridge Black Watch for their extreme professionalism. The rescue of 'Noah' the donkey was fraught with many complications and presented a case with many potential hazards to both the crew and Noah. I was extremely impressed with how the entire episode was managed and feel my job was made an awful lot easier by their due care and consideration. In my career I have been in several situations requiring the emergency services, but I have never been so involved and been made to feel as part of the team as I was on that night. I hope the public response to this rescue helps your team realise how much they are appreciated and valued.

A veterinary surgeon at Cambridge Equine Hospital

I am writing to thank you for your support at the Longsands Academy Year 8 Careers Fair. The enthusiasm and interest from everyone taking part really made the event a huge success and the students thoroughly enjoyed the experience. Firefighter Joe Gacon's stall was so informative and our students have taken away a great understanding of the world of work.

From: A teacher at Longsands Academy, St Neots

I just wanted to thank you for arranging the home visit to my father and his wife. Mr Newton provided a really good service. I want to put on record that Mr Newton has a very good manner dealing with vulnerable people and made both my father and his wife feel very comfortable, at what is a difficult time for them, due to the neuro-degenerative brain condition my father has. They are undergoing a lot of change and having help and support at this time by caring and kind people is very important. Mr Newton was very helpful, not only changing their smoke alarm and providing safety advice but also discussing other forms of community support that might be available.

From: A resident, Fenland

As you know this winter we distributed over 45,000 Winter Warmth packs. A large proportion of these were through GP practices at their flu sessions. This is the second year we have undertaken distributing these packs, having your volunteers present in the practices this year, made a tremendous difference to their impact upon those attending for a flu vaccination. The volunteers were present in a large number of practices across the county which was much appreciated by us in Public Health and also by the practices which was communicated to us through their positive feedback.

From: A public health consultant at Cambridgeshire County Council



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, 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
Hinchingsbrooke Cottage
Brampton Road
Huntingdon
PE29 2NA





Cambridgeshire Fire & Rescue Service

Fire HQ,
Hinchingsbrooke Cottage,
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Huntingdon PE29 2NA

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