Our Integrated Risk Management Plan (IRMP) 2020-24

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

Contents

The Integrated Risk Management Plan

Figure 1
Integrated Risk Management Planning Process

Government has placed a legal requirement on each fire authority to produce an easily accessible and publicly available Integrated Risk Management Plan (IRMP) covering at least a three-year time span. The plan must:

- Reflect up to date risk analysis of all foreseeable fire and rescue related risks that could affect Cambridgeshire
- Show how the Fire Authority will balance prevention, protection and response activities to reduce the impact of risk on communities in a cost-effective way
- Outline service delivery outcomes and how resources are allocated to mitigate risks
- Show that the Fire Authority has a management strategy and a risk-based programme for enforcing fire safety legislation
- Show how the Fire Authority will meet the needs of the community through working with partners.

This document is written within the context of blue light collaboration and continued reductions in public sector funding. This means we need to find ways to ensure we are using our resources in the best possible way, to maintain the quality of service we provide

and further reduce the level of risk in the community in a collaborative way, working with partner organisations.

Our IRMP covers all of the activity we are engaged in to exploit opportunities and reduce the risk associated with providing a service to the community.

We are focused on ensuring that we explore every opportunity to work more collaboratively with partners. Our previous IRMP 2017-2020 saw us working more closely with other emergency services and agencies to enable us to better protect the public we serve, particularly the most vulnerable in our communities. We are actively engaged in a number of collaborative arrangements to do this as well as having effective information sharing agreements to allow us to identify those most at risk of fires and other emergencies.

There are many interdependencies in the planning process and for this reason, we intend to monitor progress and review the measures set out in this document to ensure the IRMP process is fully integrated into the corporate planning process.

A glossary is provided in Appendix A at the back of this document explaining some of the terms used.

Integrated Risk Management Plan

- Vision
- Excellence statements
- Risks and opportunities
- Community risks
- Local resilience risks
- Strategic risks and opportunities
- National risks
- Mitigation actions and/or realisation plans
- Monitor delivery and review risk
- Action plan
- Business Development Programme
- Deliver plans under:
  - Value for money
  - Operational excellence
  - Community safety excellence
  - People

How we identify risk

In 2016, we undertook a detailed review of risk within Cambridgeshire and we have monitored and reviewed this each year as part of our IRMP monitoring activities. In 2019, we conducted a further detailed review of risk, resource allocation and scenario planning to include the new A14 road network and planned housing developments. This work forms the basis of our IRMP and associated work, projects and activity for the next four years.

During the review process, we looked at everything that had changed in Cambridgeshire, from the population and the county's infrastructure, to our own services.

Using a combination of data analysis, computer modelling, professional judgement and engagement with our staff, the risk review has resulted in a set of proposals designed to realign our resources to risk. We use our own data analysts as well as specialist analysis from external supplier Operational Research in Health Ltd (ORH).

Our integrated risk management analysis and planning process is shown in Figure 1 (on page 4).

This risk review has enabled us to assess those foreseeable risks that could hinder our progress towards our vision, whilst also allowing us to recognise opportunities that will assist us in achieving our vision.

This document sets out the high level areas of work. Larger pieces of work will be taken forward through programme management with progress monitored and managed through our Business Development Programme Board. Other work will be delivered through the responsible group and monitored at the relevant strategic delivery group, where performance will be reported quarterly to the chief officer team.

The Service compiles an Annual Report and Statement of Assurance that provides a review of the Service's delivery against the Integrated Risk Management Plan and our performance measures. This can be found on our website under About Us/ Documents.

Local Resilience Forum

In addition to our own detailed analysis of the risks facing our communities, the Integrated Risk Management Plan has paid due regard to the risk analysis completed through the national security and risk assessment and local resilience forum to ensure that civil and terrorist contingencies are captured.

Our chief fire officer is chair of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) and senior managers are actively engaged in the forum. The Service has supported 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, primary care trusts, health organisations, Environment Agency and the military.
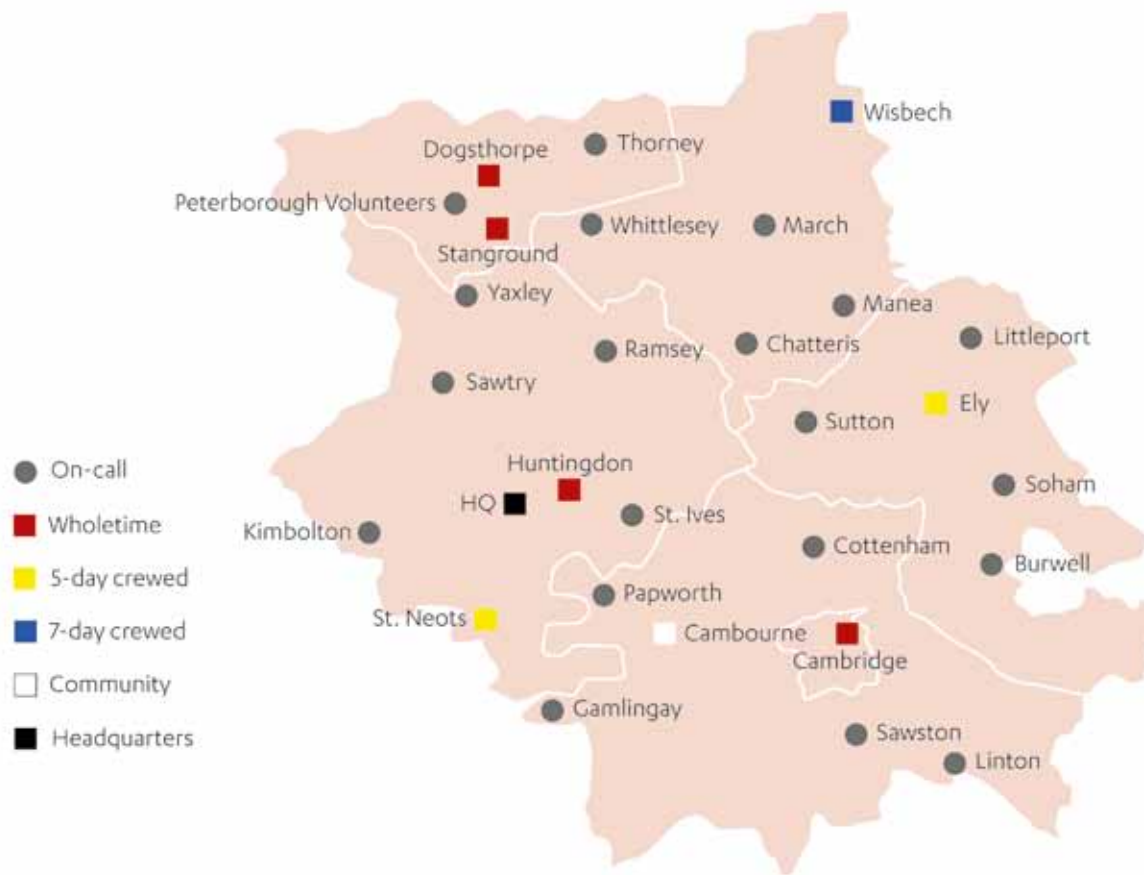
You can view the CPLRF Community Risk Register on our website: **https://www.cambsfire.gov.uk/ community-safety/be-prepared-for- an-emergency/cambridgeshire-and- peterborough-local-resilience-forum- cplrf/community-risk-register/**

Context

Our Service

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

Legend:
- On-call
- Wholetime
- 5-day crewed
- 7-day crewed
- Community
- Headquarters

Map locations: Wisbech, Dogsthorpe, Thorney, Peterborough Volunteers, Whittlesey, March, Stanground, Yaxley, Manea, Ramsey, Chatteris, Littleport, Sawtry, Ely, Sutton, Huntingdon, HQ, St. Ives, Soham, Kimbolton, Cottenham, Burwell, Papworth, St. Neots, Cambourne, Cambridge, Gamlingay, Sawston, Linton

Our current establishment is 242 wholetime firefighters (including principal officers) and 250 (full-time equivalent) on-call firefighters. The establishment in our Combined Fire Control, mobilising appliances across Cambridgeshire, Peterborough and Suffolk, is 36. We have 138 full time equivalent staff who work in support roles support roles across the Service in essential operational and support functions, including Learning and Development, Health and Safety, Recruitment, Property, Fleet and Equipment, Finance and Human Resources. The number and locations of our stations, our management structures and staffing model are continually kept under review to ensure we are delivering a service that continues to be effective and efficient within the constraints of the budget we have to work with each year. We will continue to do this throughout the next IRMP period.

We currently have a fleet of 35 fire engines, two rescue vehicles, two aerial appliances and a number of other specialist vehicles.

More information about our vehicles and equipment can be found on our website.

COVID-19

At the time of publishing our IRMP we are facing the pandemic flu COVID-19 and these are unprecedented times for organisations and the public. This will test our business continuity plans and may lead to a delay in delivering some of the actions detailed in our IRMP. We will be closely monitoring these impacts and will look at how we recover from the impacts of the COVID-19 pandemic as part of our business continuity activities.

Through the COVID-19 social distancing and isolation period we are working to ensure that the emergency response we provide to the public is continued and sustainable. We are also working with our partner agencies to support them in their response. This includes providing staff to help the community hub in its work to ensure the most vulnerable are supported at this time and also assisting the ambulance service with additional drivers to help them deal with extra demand and loss of staff to sickness.
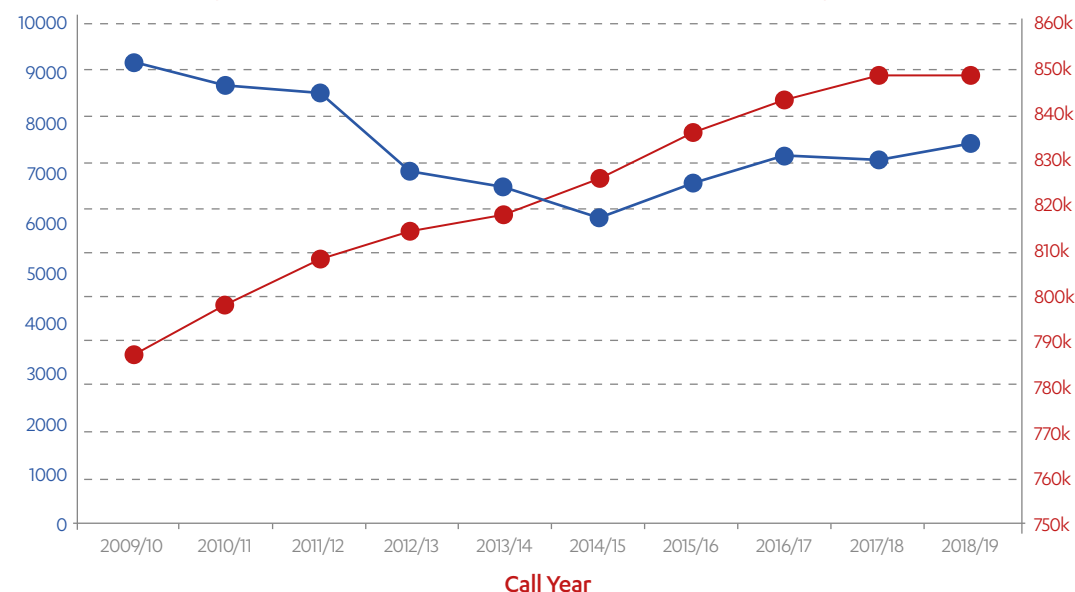
Cambridgeshire and Peterborough

Cambridgeshire has a three-tiered local authority system, consisting of Cambridgeshire County Council and five district councils - Cambridge City, South Cambridgeshire, East Cambridgeshire, Huntingdonshire and Fenland. Peterborough City Council is a unitary authority located in the north of Cambridgeshire. The Cambridgeshire and Peterborough Mayoral Combined Authority, came in to existence in 2017.

The stated vision of both Cambridgeshire and Peterborough councils is to create an environment that enables the communities they serve to achieve social, economic, and environmental wellbeing. Cambridgeshire and Peterborough are identified as areas for sustained residential and commercial development which, in addition to providing opportunities for economic growth, have the potential to impact on public service resources.

Figure 2 shows the correlation between population growth and our incident rates. It is noticeable that despite a steady increase in population, our incident rate has fallen considerably, although the numbers have marginally increased again over the last five years. We look at the reason for this on pages 9 to 11. The reduction in calls is a result of the Service actively managing its demand through fire prevention and protection work, together with initiatives such as call challenge and management of premises with a large number of false activations of fire alarms. This success, together with the scale of financial pressures facing public sector

Figure 2 *Number of incidents versus the population growth*

Call Year

agencies across Cambridgeshire and Peterborough, demonstrates we remain committed to working with a range of partners in order to provide the best possible service to our communities.

We utilise data from the local councils to look at growth within Cambridgeshire and Peterborough including domestic, commercial and infrastructure developments and how this is likely to impact upon risk within the county.

Our partnerships

To enable a more efficient way of working for public sector agencies in Cambridgeshire and Peterborough, we work closely, on a daily basis, with our blue light colleagues in Cambridgeshire Constabulary and East of England Ambulance Service NHS Trust, as well as our colleagues in both Cambridgeshire County Council and Peterborough City Council.

We now share equipment and resources with Cambridgeshire Constabulary that enhances the operational capability of both services and within Peterborough City Council, police, fire and council staff work side by side through the Safer Peterborough Partnership.

East of England Ambulance Service NHS Trust also shares our facilities and in some areas our frontline firefighters respond to medical emergencies.

This and future collaborations are facilitated by the Bluelight Interoperability Board chaired jointly between the deputy chief constable and assistant chief fire officer.

We also work in partnership with other fire and rescue services and have achieved shared functions that include ICT, our Combined Fire Control and shared senior operational command. These arrangements have not only improved services and resilience but in some areas allowed the authority to make efficiency savings.

In response to the county demographics and an increasingly ageing population, we have importantly developed an efficient way of working with local authorities to deliver targeted Safe and Well visits to the most vulnerable people within our communities. These are an enhanced home fire safety visit where we conduct winter warmth checks, fall prevention support, alcohol support and crime prevention, as well as fire safety. Further opportunity exists as we continue to seek out new partners that provide access to residents in this targeted group.

Comprehensive spending review (CSR)

We can demonstrate a very effective record for dealing with Government funding cuts in an efficient and innovative manner. Since 2010, our Central Government funding has been cut by £6million and that has resulted in significant budget reductions and

the reshaping of our Service.

The 2016-2020 CSR has reduced our budget by 13.5 per cent. As with the previous CSR, we have been proactive in identifying plans and changes to ensure we continue to deliver a professional service to the public whilst making the required efficiencies.

The future is not as clear for us as we prepare for 2020-2024, as the CSR for the next four years has been delayed to 2020 while Government concentrates on EU exit. We have therefore only received a single year settlement for 2020/2021. This, and other new budgetary pressures outside of our control such as pension changes and national pay awards above two per cent, significantly impact on our ability to accurately plan and budget for this coming four year IRMP period. However, to be prepared as much as we can be, we are working through a number of potential scenarios and considering what the impact of these might be on our budget and what we can do to meet the challenges we may face.

Our ability to mitigate risks and realise opportunities is directly impacted by our resourcing and the budget available to us. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans. Once our four year settlement is known next year, we will review our IRMP action plan and revise timescales or scope if we need to, to ensure plans remain achievable and affordable.

The calls we attend

All the data used in this section, unless otherwise stated, is taken over a five year period to December 2018.

Our latest statistics show a 9.8% increase in the number of incidents attended from 2014 to 2018. In 2018, 29% of our calls were to fires, 19.8% were to special services, and 51.1% were false alarms.

False alarms

We break down false alarms in to three further categories - automatic fire alarms, false alarms good intent and malicious false alarms. Of our total incidents, 33.1% were automatic fire alarms, 17.2% were false alarms good intent (eg. a fire that was out on our arrival or a reported fire that turned out to be a controlled burn such as a bonfire) and 0.8% were malicious. We operate a call challenge procedure for automatic fire alarms to ensure that we are effectively utilising our resources.
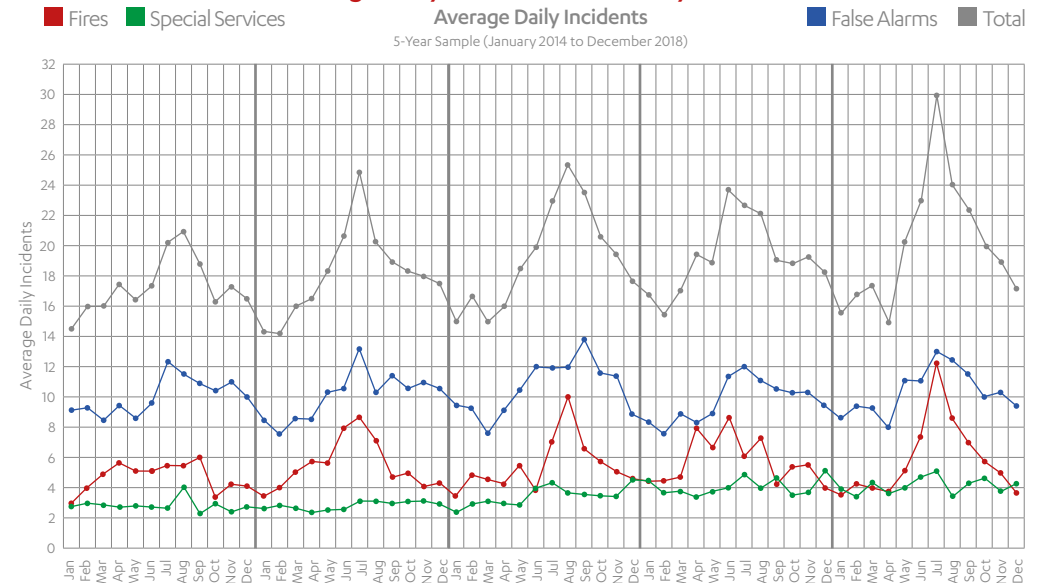
Over the border incidents

We will also respond to calls in our neighbouring counties and our neighbours reciprocate the arrangement. We do this in order to provide the best possible service to the public. We continually monitor these attendances and those of our neighbouring counties to understand their impact to the service that we deliver.

Incident trends across the county

Over the past five years we have seen a distinct pattern of increased operational activity emerging due to climatic conditions. For example in the summer of 2018 - a particularly hot period - we saw a significant spike in the number of fires in the open, and we encountered spate conditions where demand on our services is unusually high, triggering the setting up of a coordination cell to manage resources.
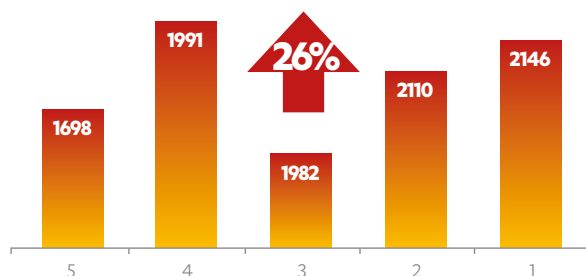

Average daily incident demand by month

Fires | Special Services | **Average Daily Incidents**
5-Year Sample (January 2014 to December 2018) | False Alarms | Total

Fire trends across the county

Over the past five years the numbers of fires in the county has increased by 26%.

The fire rate per 100,000 population in Cambridgeshire is consistently lower than the national figure and when looking back over the past five years, the fire rate per 100,000 population has only seen a marginal increase of 4%. This indicates that whilst our fire numbers are increasing, it is doing so in correlation to our population growth in the county.

We utilise family groups to make comparisons between most similar fire and rescue services and this also shows that Cambridgeshire's fire rate per 100,000 population figure is lower than the comparable family group average.

### Fire rate per 100,000 population
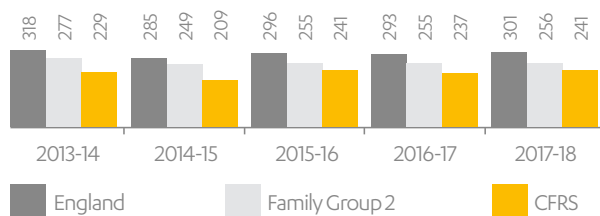
Primary fires over the past five years

Primary fires are defined as all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more fire engines. We define chimney fires as any fire in a building where the flame was contained within the chimney structure.

Although over the last five years we have seen an increase in the number of fires we attended, when we look at our incident and fire trends over the past 10 years we can see that these have not increased to the same numbers that we were seeing 10 years ago.

We attended 7,512 incidents in 2018/19. This was a 5% increase compared with the previous year (7,183), a 17% increase compared with five years ago (6,426) but a 17% decrease compared to 10 years ago (9,079).

Incident Breakdown
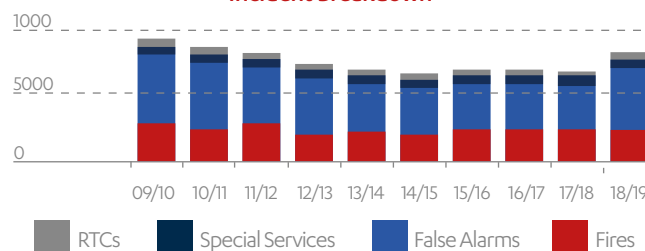
Of the 7,512 incidents in 2018/19, there were 2,257 fires. This was a 10% increase compared with the previous year (2,060), a 31% increase compared with five years ago (1,719) but a 23% decrease compared with 10 years ago (2,919).

Our primary fires in the county are up by 11% (102 fires) compared to five years ago although the number has decreased from its peak in 2016.

Total fires
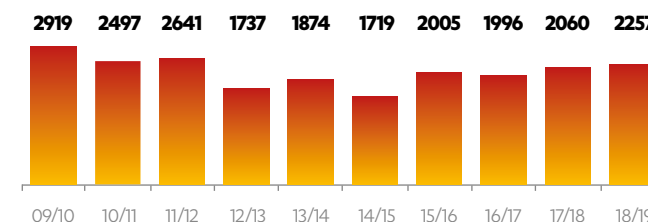
Secondary fires over the past five years

Secondary fires are those that do not affect property, do not involve casualties and are attended by four or less appliances. Examples include bin fires and most outdoor small fires.

Our main increase in fires has been secondary fires which have increased by 51% over the past five years. This can be largely attributed to the increases we have seen in fires in the open during the summer months.

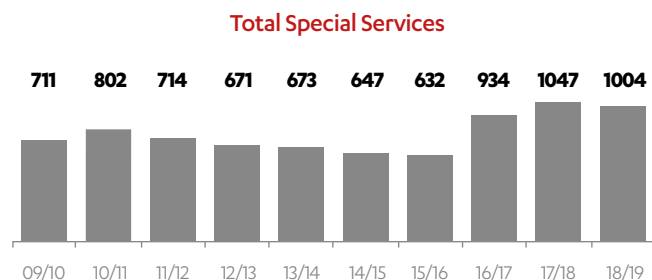## False alarms over the past five years

The number of false alarms with good intent have decreased from 24.8% to 17.3% of all our calls received over the past five years. These are calls where the person genuinely believes there is a fire, but it may be out on our arrival or may be a neighbour's bonfire for example.

The number of automatic fire alarms that we receive has remained largely the same.

Special services and road traffic collisions (RTCs)

As well as attending fires we also attend road traffic collisions (RTCs) and provide a number of other services which we define as special services. These special services are non-fire incidents that require a fire crew or an officer to attend and include:
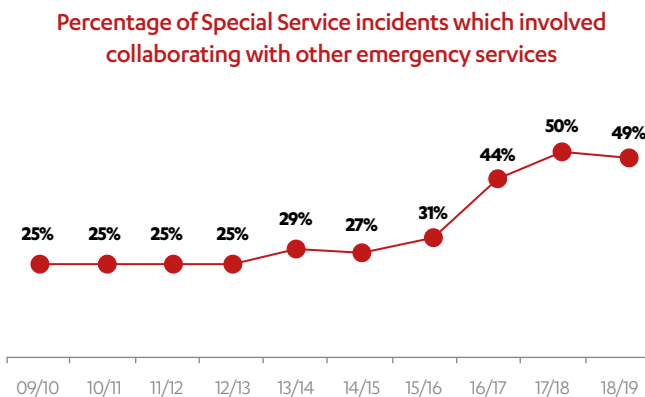
- Local emergencies such as rescuing people, making something safe etc

- Major disasters

- Domestic incidents such as water leaks, people locked in or out etc

- Prior arrangements to attend incidents, which may include some provision of advice and inspection

- Animal rescues.

Total Special Services

711	802	714	671	673	647	632	934	1047	1004
09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19

Of the 7,512 incidents in 2018/19, there were 1,004 special service incidents. This was a 4% decrease compared with the previous year (1,047), a 55% increase compared with five years ago (647) and a 41% increase compared with 10 years ago (711).

The number of RTCs has decreased by 0.32% although in 2018 there was a slight increase. RTCs equate to 33% of our special service incidents. Special services made up 15.7% of our total incidents in 2014

Percentage of Special Service incidents which involved collaborating with other emergency services

25%	25%	25%	25%	29%	27%	31%	44%	50%	49%
09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19

and this increased to 19.8% in 2018.

Special service incidents have increased because we have has been working more collaboratively with other emergency services.

The number of these incident types were relatively stable from 2009/10 to 2015/16 but the last three years have shown a noticeable increase. The increases coincide with new legislation which announced a statutory duty to collaborate imposed on all three emergency services. This legislation was given Royal Ascent in January 2017.

The chart to the left shows the percentage of total special service incidents where we have been called to assist either the ambulance service, police or other fire services.

Our Vision

Our vision is an aspirational statement of where we hope to be one day.

Our vision is for safe communities where there are no preventable deaths or injuries from fire or other emergencies.

Put simply, this means we will strive to reduce risk and save lives.

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

These are therefore our strategic aims and they drive everything we do.

What do our strategic aims mean?

For each of our strategic aims we have a number of statements that describe what excellence in that area looks like to us so we all understand what we are striving for.

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.

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.

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.

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.

Risks and Opportunities

Our review of risks and opportunities has highlighted a number of core areas for our focus and attention.

Sustainability of the on-call service

Our response model is effective and efficient (HMICFRS 2018). However, there are opportunities to address recognised issues within our on-call service to make it more attractive and more sustainable for the future. Of our 27 operational fire stations, 24 of them have an on-call crew as all or part of that station's make up. We are reliant on the on-call stations to provide a large proportion of our service. Through a combination of societal and demographic changes, as well as changes in lifestyles, the recruitment and retention of on-call staff, and therefore the availability of on-call crews, particularly during daytime hours, is a challenge locally as well as nationally.

We have already done a lot to improve our effectiveness and efficiency in this area by realigning our resources to risk. For example, the introduction of roaming pumps which use wholetime firefighters to cover on-call areas when the on-call fire engine is not available; identifying key on-call strategic stations which, if available, help us meet our response targets; and the targeted use of on-call firefighters to cover other stations to ensure fire engines are available. We believe there are more opportunities to use our on-call resources, ensuring the best service to the public, while further improving recruitment and retention.

Operational response

We will continually look to improve the service we are delivering to our communities. We will keep under review the risks that are posed to our communities and our capabilities to deal with them. We will investigate how we deliver training, new technologies, best practices and operational equipment and continually look at opportunities to evolve our Service to meet the needs of those we serve.

Ageing population

Our changing county demographics and an increasingly ageing population is leading to more vulnerable and isolated older people within our communities. Our historic data shows that the older population is more at risk of death following a fire. This, together with the pressures on social care services, identifies this change as a key strategic risk to continuing to reduce fire related deaths.

Youth engagement

We recognise the high regard our staff are held in by the public. There are opportunities to use our staff as positive role models to work with young people. We would like to explore how our staff can work with education providers to help young people reach their full potential, building on the success of our Fire Break programme.

Workforce development

Our workforce planning profile predicts that the numbers of staff who are expected to retire in the coming years presents a risk to the Service in terms of loss of skills, experience and knowledge, particularly in the operational workforce. Robust succession planning will be important, to ensure that we will have the skills needed for the future, particularly in terms of leadership, people and performance management. The changing profile of our operational incidents means that we will need to strengthen our training provision and find alternative ways for newer and future staff to develop their operational experience. However, the changes expected in our workforce also presents us with an opportunity to continue our work to reform working practices and employment conditions and offer a greater range of development opportunities. This will ensure that we can attract and retain a more diverse workforce that will better reflect the diversity of the communities we serve.

Employee engagement

Our ambition is to have a fully engaged workforce. Employee engagement is best described as a deep emotional connection to the organisation, characterised by employees that are satisfied, committed, motivated and strong advocates of their employer. There are opportunities to enhance staff engagement and further develop the culture of our organisation so that we may be an employer of choice, both for our existing workforce and for those we wish to attract to our employment in the future. We will continue to engage with and encourage feedback from our communities through our community engagement and positive action programmes and we will continue to seek feedback from our staff through a number of routes, including our regular employee engagement surveys. We have acted on feedback given by staff in our 2015 and 2017 surveys and in October 2019 we carried out another comprehensive employee engagement survey. Once the feedback has been analysed, any actions will be integrated into the wider IRMP action plan.

Mobilisation technology

The Emergency Service Mobile Communications Programme (ESMCP), led by the Home Office, is due to roll out a new communications system over the next few years to replace the Airwave system currently in operation that allows emergency service staff to talk over radios to each other and to their control centres during incidents. All emergency services will have to implement this and adopt the new technology.

As well as this, we need to refresh some of our own systems to take advantage of new developments in communication technology. We need to replace our existing mobilising infrastructure from the point of receiving a 999 emergency call, to alerting firefighters and officers and communicating with staff during incidents. This is one of our key systems and is vitally important for ensuring we have the right resources at incidents in the fastest time.

Collaboration

The Policing and Crime Act 2017 created a statutory duty on fire and rescue authorities, police forces and ambulance trusts to keep collaboration opportunities under review, notify other emergency services of proposed collaborations and embark on collaboration when there is potential for efficiency and effectiveness that does not have an adverse impact on public safety.

The Fire Authority has already demonstrated a strong desire to collaborate with the introduction of the ICT Shared Service with Bedfordshire Fire and Rescue Service, the Combined Fire Control with Suffolk Fire and Rescue Service and training delivery with Northamptonshire Fire and Rescue Service.

There are further opportunities to collaborate in order to drive efficiencies and to improve outcomes for the public through closer working with other bluelight services. The core opportunities that have been identified relate to property sharing with the police to look at sites where there would be benefit to sharing facilities and also look to building new joint facilities if appropriate.

So what do we do now?

Our review of risks and opportunities has identified a number of key areas for consideration that would impact upon our ability to achieve, or assist us to achieve, our vision and strategic aims.

This work has resulted in the culmination of an action plan for the next four years. The action plan is split under our four strategic aims – people, operational excellence, community safety excellence and value for money - and will be managed by these strategic delivery groups. The action plan is detailed in the next section.

Our resources and how we use them

Response

Under the National Framework, we have a responsibility to maintain appropriate crewing levels to respond to all foreseeable fire and rescue related risks that could affect our fire authority area.

As well as assuring we have the right number of fire engines to meet demand, we also have to have the right resources to deal with what might foreseeably happen. So to determine what resources we need and where, we analyse historic incident data and current and future risks. This is also set against our ability to meet our response standards (how long we take to get to an incident) of an average nine minutes in urban areas and 12 minutes in rural areas.

We have recently refreshed our incident response model assumptions looking at 10 years of historic data. This analysis shows that we need to strive to have a minimum of 14 fire engines available across the county at any one time. This is based on us being able to respond to two incidents at the same time, both requiring six fire engines, with two fire engines being available elsewhere for resilience. We know this is not sustainable though in periods of high demand, which is why we are able to increase our resourcing to meet additional demand during these periods.

In terms of location, mapping five years of historic incident data (most serious incidents – primary fires, RTCs and special services) has shown us which of our on-call fire engines we need to have available around the clock to best meet our response standards (these are in addition to the four wholetime and three day-crewed stations which are crewed by wholetime firefighters).

We have called these strategic on-call IRMP stations and they are:

- Yaxley
- Whittlesey
- March
- Chatteris
- Ramsey
- Papworth/Cambourne
- Cottenham
- Soham
- Sawston

Strategic Stations
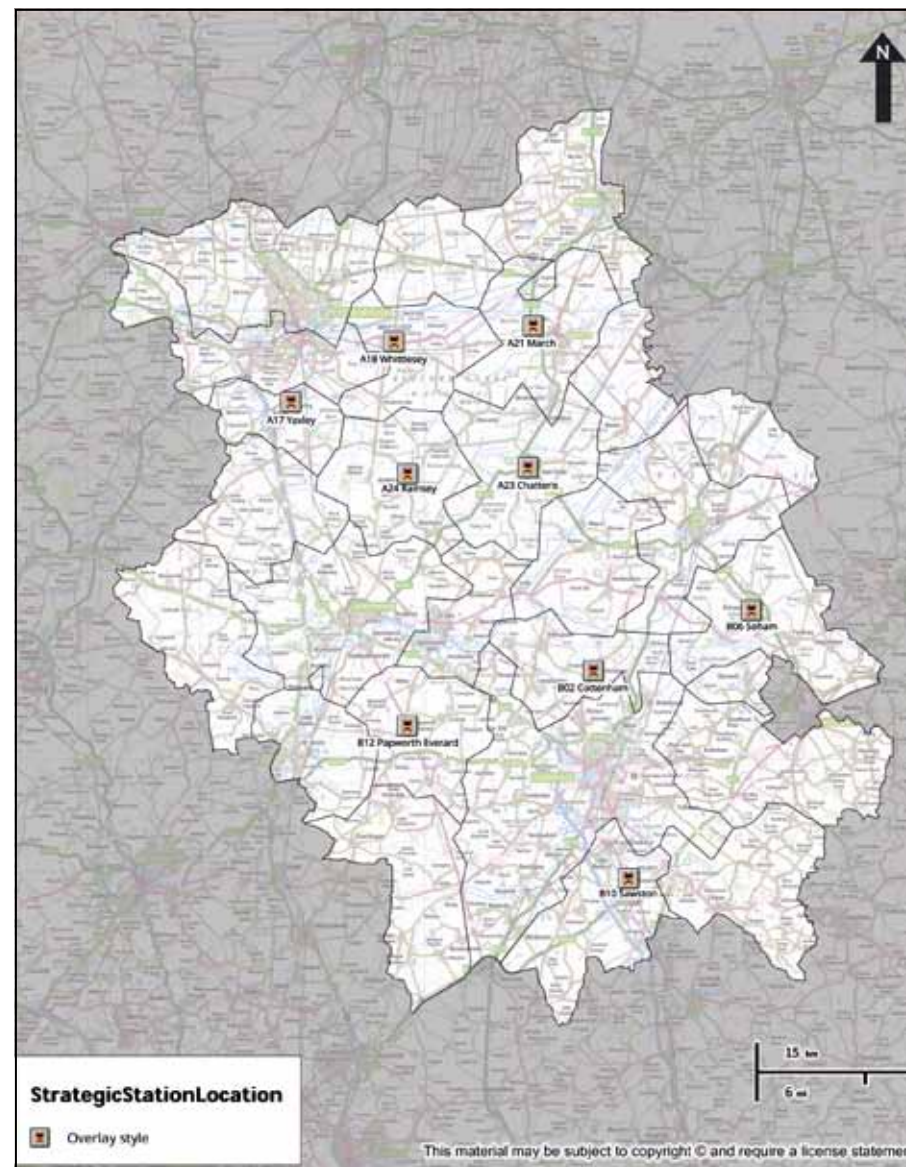
Protection

Due to the number of non-domestic premises within the county, we prioritise resources on a risk basis. We audit all very high and high risk premises. Where necessary, we sample premises in the medium and low risk categories to ensure compliance with the Fire Safety Order. This process is delivered through our risk based audit programme.

An example of how this can work is our response to the Grenfell tower fire. Following this tragedy we reviewed our audit programme to ensure that we had put in place appropriate actions to support partners and provide reassurance and advice to residents.

Prevention

We use data from a wide range of partners to target resources and activity to those who are most at risk of fire and other emergencies. We also work with partners to identify how we can make the most of every contact with the public and improve lives.

More information on our resources and how we use them can be found on our website in our Risk and Resource Methodology document: https://www.cambsfire.gov.uk/media/2267/risk_resource_methodology.pdf

Our action plan

People

People are at the heart of everything we do, both our staff and those in our communities who we seek to protect and assist. Our commitment to the people in our communities and our action plan for our work in this area over the next four years is addressed in the community safety excellence section (see page 20). In addition, the operational training and development of our staff is also considered in the operational excellence section (see page 21).

Our success as an organisation depends on having appropriately skilled and motivated staff who feel valued as individuals, making them more likely to deliver an excellent service. Our People Programme, led by our chief fire officer, considers both internal and external drivers and influencers to set the strategic direction for our workforce development and engagement activities.

Through the review of risk and opportunity we have identified the following areas to further improve in this area:

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

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

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

- Expand our programme of development activities to prepare staff for future roles and opportunities, including:

  o Collaborative development programmes with other fire services and partner organisations

  o Building leadership and management skills for the future

  o Strengthening opportunities for staff to be responsible for their own learning, balanced with growing managers' accountability for facilitating development of their staff.

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

- Strengthening the ways in which we understand our succession planning

needs and identify and match an individual's potential to those needs, including:

  o Exploring the introduction of a shadowing programme to help give greater insight into and understanding of more senior roles

  o Considering and evaluating our provision of apprenticeship schemes within the Service, offering greater opportunities for formal qualifications which support the careers of existing staff and promote the different professions available within the Service to those looking to start a career with us.

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

Community Safety Excellence

Our delivery of community safety excellence will focus on the needs of the community. We will ensure our resources are coordinated from a central perspective through three functional groups each overseen by a group commander. Activities will be undertaken and evaluated by staff at a local level.

Through the review of risk and opportunity we have identified the following areas to further improve our community safety delivery:

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

- Develop our Fire Break programme to support the safety, health and personal development of identified young people.

- Explore other opportunities to offer early intervention and positively influence children and younger people.

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

- Continue to influence and work with developers and local authorities to increase public safety through the fitting of sprinklers and other suppression systems where relevant.

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

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

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

- Continue to build long-term relationships with our diverse communities through our community engagement and positive action programmes.

Operational Excellence

Operational excellence will be delivered through a confident, skilled workforce, equipped to deliver the best possible service to our communities. We will continually review our resources to ensure we are able to competently deal with the range of emergencies we are called to. We will take every opportunity to learn from what we do to provide an even better service in the future.

A review of our risk and opportunities has identified the following areas to further improve our operational response:

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

- Continue to develop the use of our on-call crews to improve our operational service to the public.

- Continue to explore and implement improvements to support the working experience for our on-call staff.

- Review the structure and resourcing in our combined fire control to ensure the continual provision of a high quality, sustainable control function and support the development and working experience for our Combined Fire Control staff.

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

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

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

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

- Develop further our assurance across all operational areas to achieve a high level of performance, support the continued development of our staff and ensure we continue to learn from what we do.

Value for money

Since 2010, we have been delivering financial savings to meet the Government's Comprehensive Spending Review (CSR) financial cuts. We are anticipating further reductions to our government grant over the 2020-2024 IRMP period, although we are unlikely to have clarity on these until 2020. The Authority recognises that ensuring value for money is a major and continuing priority.

Through the review of risk and opportunity we have identified the following areas to further improve our value for money:

- Introduce the replacement national emergency service communication system.

- Implement new emergency mobilising technology into our operational service as well as review current systems to deliver enhancements to these.

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

- Deliver efficiencies, through our Service Transformation and Efficiency Programme (STEP), by automating and improving business processes, reducing manual intervention and freeing up resources from administrative tasks to focus on activities that add greater value.

- Ensure technology delivers opportunities for more efficient and effective ways of working, with a particular emphasis on ensuring our software provides value for money while enabling better mobile working and joint working opportunities.

- Review contractual arrangements and spending across all departments to enhance and improve our procurement processes.

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

- Carry out scenario planning for potential future budgetary constraints and new financial burdens.

Our performance measures

In relation to the plans we set out in this document, we will be monitoring and reporting our performance against the following performance measures:

- We will respond to the most serious incidents within an average of nine minutes in urban areas and 12 minutes in rural areas, for the first fire engine in attendance.

- We will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance, 95% of the time.

Most serious incidents are defined as fires, rescues from water and road traffic collisions.

For this IRMP, we are also redefining how we classify urban and rural areas to align to the Office of National Statistics definitions based on population density.

The map highlights areas that we would now define as our urban and rural areas. Pink areas are urban and green areas are rural.

We have outlined a number of areas that we are going to focus on through our action plan. To help us deliver against these we will be monitoring the following areas to ensure that we are making effective decisions about the targeting of our resources and activities:

- The number of primary and secondary fires.

- The number of associated deaths and injuries from fire.

- The number of people killed and seriously injured on our roads.

- The number and type of special services that we attend.

- The diversity of job applicants and employees.

As well as looking at the numbers of fires, RTCs and other incidents, we also look at trends and seek to understand the underlying causes or factors that we are able to influence to reduce numbers.

We will be working to support businesses to ensure compliance with the Fire Safety Order and we will monitor this through:

- The number of non-domestic fires.

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

To ensure that we are delivering value for money for our communities, we will monitor:

Rural and Urban Areas of the County

Legend
- Rural Area
- Urban Area
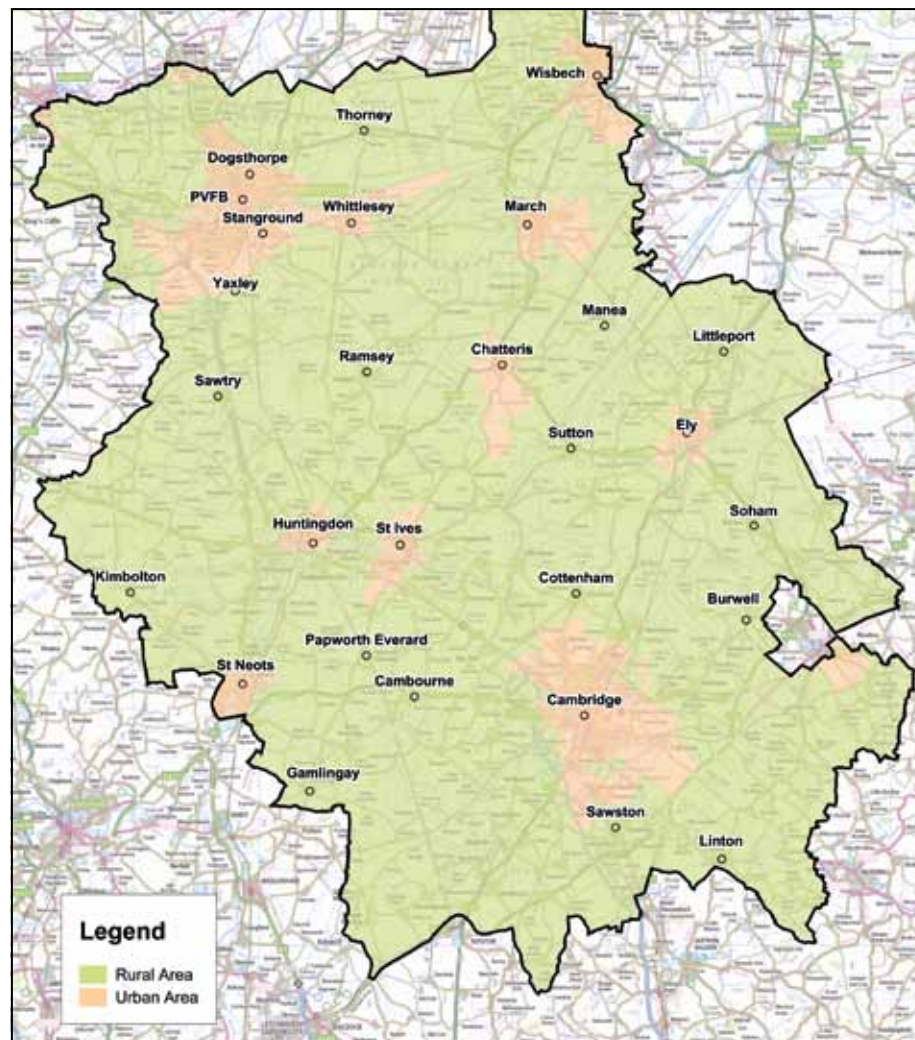
- Our collaborations and the benefits that these bring to us, our partners and to our communities.

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

Consultation

The purpose of consultation is to understand the effects of a proposal on different stakeholder groups.

There are a number of reasons to consult, including gathering views and preferences, understanding possible unintended consequences and getting views on implementation or perceptions.

We seek to engage in real discussions with those affected by our plans and proposals and with experts to help make informed decisions. Therefore how we consult on proposals will vary depending on the nature of what we are seeking to do. We accept that the traditional method of written consultation is not always the best way of getting those who are affected by a particular issue to provide their thoughts and opinions.

The choice and form of consultation we adopt will depend on the issues under consideration, who needs to be consulted, and the available time and resources. Where a shorter timeframe is appropriate we will provide a clear rationale.

In order to achieve this, we adopt the following principles to our consultations:

- We will undertake a stakeholder impact assessment when considering an initiative and identify those groups affected.

- We will design a consultation plan specifically for the proposal, which is proportionate and targeted.

- We will make clear the nature of the consultation.

- The time frame for consultation will depend on the nature and impact of the proposal, and will enable meaningful engagement.

Previous consultations have included:

- Our response times and the performance measures we set for them.

- Perceptions of firefighters being called to medical emergencies (co-responding).

- Firefighting as a career choice for under-represented groups.

- Change in wholetime operational shift arrangements (internal consultation).

Appendix A   -   Glossary

Appliances	The general term used to describe all firefighting vehicles, including the standard fire engine or pumping appliance *(see pumping appliances).*
Automatic fire alarm (AFA)	An emergency call automatically generated by remote monitoring equipment in non-domestic premises.
Community safety	The range of activities undertaken by the fire service, often in conjunction with partner agencies, to reduce harm to the public.
Day-crewed	A fire station that is crewed by wholetime firefighters in daytime hours and reverts to on-call status at night.
Fire Safety Order (FSO)	The fire safety legislation which the Authority has a duty to enforce.
Safe and Well visit	Visits by firefighters or other trained staff, often including free smoke alarm fitting and other home safety and wellbeing advice. They can be arranged on request, by referral from other agencies or via door-to-door contact.
Primary fire	Fires in buildings, vehicles and outdoor structures, or any fire involving casualties, rescues, or fires attended by five or more appliances.
Pumping appliance	A fire appliance with the capacity to pump water for firefighting.
On-call duty system	Firefighters recruited to be available on-call close to their local fire station for a certain minimum number of hours per week, plus regular training. They carry an alerter to call them to the fire station when an incident happens in their area. They are paid a retainer plus a call-out fee for incidents attended. The on-call service is more widely used in rural areas. Many have other full time employment or a life style that enables them to commit a certain number of hours per week to be on-call.
Roaming pumps (or appliances)	Roaming pumps use wholetime firefighters to cover on-call areas when the on-call fire engine is not available.
Secondary fire	The majority of outdoor fires, including grassland and refuse fires, unless they involve casualties or rescues, property loss or four or more appliances attend.
Similar services	A group of 11 fire and rescue services, similar in size and make up. Our family group is Bedfordshire and Luton, Berkshire, Buckinghamshire, Cambridgeshire, Durham, East Sussex, Norfolk, Northamptonshire, Oxfordshire, Suffolk and West Sussex.
Wholetime	Full-time firefighters.

Appendix B - Resilience

Local Resilience Forums

The Civil Contingencies Act (2004) requires all category one responders to undertake joint risk assessment, planning, training and exercising to ensure their emergency plans are current, comprehensive and that they will work when an emergency occurs. The act also requires consultation between category one (eg emergency services, local authorities, environment agency and health providers) and category two (eg utilities, transport services and voluntary sectors) responders.

The Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) has been established to ensure the duties under the act are fulfilled. The Service is represented on the CPLRF at all levels, and chaired by the chief fire officer, ensuring not only that all duties are met but also the CPLRF continues to develop and improve.

The CPLRF has developed a Community Risk Register. The risks identified as relevant to us and have

the highest risk ratings are: influenza type pandemics, fluvial flooding, total loss of electricity transmission network, major contamination of the food chain, emerging infectious disease, space weather and disruption of fuel supplies. These are reviewed regularly. For the most up to date highest rating risks, please see our website: https://www.cambsfire. gov.uk/community-safety/be-prepared-for-an-emergency/ cambridgeshire-and-peterborough-local-resilience-forum-cplrf/ top-risks-for-cambridgeshire-and-peterborough/

We have developed contingency plans to deal with all these situations along with the larger risk sites covered by the Control of Major Accident Hazard (COMAH) regulations, undertaking regular exercises and assessments in preparation for emergencies.

We will continue to take a lead role and support the CPLRF in order to provide the public with the best capability in dealing with an emergency requiring a multi-agency response. The CPLRF is a valuable link in ensuring any learning points

arising from incidents or exercises are satisfactorily covered in future planning.

National Resilience

The National Resilience Programme was introduced in 2003 to strengthen the country's ability to handle emergencies and crises. The national resilience assets are owned by the fire and rescue services which host them. Servicing of the vehicles and procurement of equipment for them is managed centrally.

The National Resilience Programme enhances the capability and capacity of the fire and rescue service to respond to a range of incidents as well as a national coordination facility.

The programme delivers:

- Mass decontamination.
- Urban search and rescue.
- High volume pumping capacity.
- Operational logistics and support.
- Long term capability management.

We operate one specialist vehicle available to the National Resilience Programme and for use within our own county which is a high volume pump.

The High Volume Pump (HVP) is crewed by on-call firefighters and is used to pump large quantities of water at an incident, or to move large quantities of water away from an area such as in flood situations. The pump is capable of pumping 7,000 litres of water per minute and comes with three kilometres of high capacity hose which is laid using a specially designed hose-laying unit.

We also jointly manage a second vehicle, which is the Eastern region's Detection, Identification and Monitoring (DIM) vehicle. The DIM vehicle is available for deployment 24/7 for a major incident, involving chemical, biological, radiological and nuclear (CBRN) materials either within or outside the region. 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.

Other specialist units provided under the National Resilience Programme are available to us through the national co-ordination centre should we need them.

Appendix C - Knowing our Communities

Only by knowing the people that live and work in Cambridgeshire and Peterborough will we be able to provide an appropriate and quality service that meets the needs of the county's different communities. A number of complex characteristics contribute to the risk of being affected by fire or to being able to access services. We have focused on those characteristics protected by the Equality Act 2010 and outline below the areas where there are known inequalities in health, safety and wellbeing outcomes.

Through the knowledge and information we have on our communities, we can effectively target our community safety work and community engagement to mitigate risks that our diverse communities may face. We use incident data to prioritise these risks.

Age

Historic incident data shows that those most at risk of dying as a result of fire are older people – particularly those with an additional vulnerability such as disability, mental ill-health or isolation. Of the 14 people who died in accidental house fires over the last five years, nine (64%) were aged over 65. This is an increasing risk as the population of Cambridgeshire and Peterborough is ageing. Census 2011 data shows the number of people aged 65 and over make up 15 per cent of the population, two per cent being 85 and over. The population aged 65 and over in Cambridgeshire is expected to increase by 64.4 per cent between 2012 and 2031, an additional 67,400 people. Our tactical prevention plans already include a focus on this most vulnerable group.

Children and young people are another group potentially at risk from the consequences of accidental fire (through lack of knowledge, maturity or judgement) and deliberate fire-setting (risk taking behaviours or anti-social behaviour). Initiatives to engage and educate them about the danger of fire-setting behaviours through partnership work are already key areas of our prevention work. Inexperienced and younger drivers are also more at risk of

being involved in road traffic collisions and again education programmes to address this are in place with the Cambridgeshire and Peterborough Road Safety Partnership.

Disability and Ill-health

People with a long-term health problem or disability make up 16 per cent of the population in Cambridgeshire and Peterborough - slightly lower than the UK as a whole. However, the disability profile varies widely with age and older people are more likely to suffer from dementia as well as other progressive conditions. Mental ill-health can lead to increased risk of fire in the home and the risk of being injured or dying in a fire, particularly for people living in isolation with limited access to care and support or with specific disorders like hoarding behaviours. Our own data shows that of the 14 fatalities as a result of an accidental house fire, at least 50% of the victims had a disability (for 30% it was unknown).

Fenland District has a disproportionately high incidence of mental ill-health, as has the Gypsy, Roma, Travelling community – thought to be the highest minority ethnic group in East Anglia.

This risk is set to increase in the future given the nature of our ageing population. Our work with partners such as Adult Social Care helps identify those in most need of intervention. Services like Safe and Well visits and free smoke alarm fitting are targeted at the over 65s. We support staff by offering Dementia Friends sessions to enable them to understand this condition better. Our Olive Branch programme is helping to highlight fire safety issues to carers who refer residents to us for Safe and Well visits. Our data sharing with partners is ensuring we target our prevention work at those with a greater risk from fire. This includes receiving information on residents who have been issued with a hospital bed and are therefore unlikely to be able to escape if a fire was to break out in their home.

Table 1 Ethnic Diversity by District

District	Cambridge	East Cambs	Fenland	Huntingdonshire	South Cambs	Peterborough
Population.	(123,867)	(83,818)	(95,262)	(69,508)	(148,755)	(183,631)
% White British	66%	89.7%	90.4%	89.5%	87.3%	70.9%
% Irish	1.4%	0.6%	0.4%	0.7%	0.7%	0.7%
% White other	15.1%	5.9%	6.4%	4.6%	5.3%	10.9%
% Black & minority ethnic	17.6%	3.6%	2.9%	5.3%	6.8%	17.6%

Table 2 Breakdown of BME Communities

District	Cambridge	East Cambs	Fenland	Huntingdonshire	South Cambs	Peterborough
Mixed/multiple ethnicity	3.2%	1.4	1.0	1.5	1.8	2.8%
Asian/Asian British	11.1%	1.3	0.8	2.5	3.7	11.7%
Black/Black British	1.7%	0.5	0.5	1.0	0.8	2.3%
Other ethnic group	1.6%	0.3	0.2	0.3	0.2	0.6%

Ethnic origins and nationality

Cambridgeshire and Peterborough both have a rich heritage of ethnic and cultural diversity. Understanding new communities as well as building and sustaining relationships with long standing communities is important in providing an effective prevention and response service. The greatest nationality and ethnic diversity is within the cities of Cambridge and Peterborough although rural areas have also seen an increase in Eastern European migrants as additional countries have joined the European Union. Peterborough has a higher proportion of population from the Eastern European accession countries than the national or regional average with 7.7 per cent of the population born in countries joining the European Union between 2001 –11.

Table 1 gives an overview of the ethnic diversity in each district or unitary authority including a breakdown of those who identify as White (2011 census). Table 2 gives a further break down of Black and minority ethnic populations.

Focus groups held with BME communities in Peterborough and Cambridge in 2018 showed that their understanding of the role and services provided by CFRS is relatively low. This knowledge is directing our positive action work to engage more effectively with these communities, not only as a potential employer but also as a provider of services like Safe and Well visits, youth intervention and advice and support to businesses.

Gypsies and Travellers remain a significant (although undisclosed) ethnic minority group across the Authority area and within the Eastern region. Across Cambridgeshire, Gypsies and Travellers are estimated to make up one per cent of the population with 58 per cent of these living in caravans and 42 per cent in settled housing. [1] However there is variation across the districts and Fenland has one of the largest Gypsy Traveller populations in the country. Recent research reports have highlighted that members of the Roma community in Peterborough are often housed in inadequate accommodation, adding to the vulnerability of some of this group.

Gypsy, Traveller and Roma children remain highly disadvantaged in terms of educational achievement and there is experience that this community lacks confidence and knowledge about how to access services such as health, social care and other public services. We will continue to raise awareness of the needs of this group with our staff and partners.

Sex

The gender ratio across the county has become more even (49.5 male: 50.5 female). Our own data from the last five years indicates that men are more likely to be injured from fire than women (63% of casualties were men) although only slightly more likely than women from accidental fires in the home (55%). This varies with age group and circumstances, for example, for all fire injuries, the number of men aged 35-54 injured from fire was significantly higher in proportion (66 men compared to 28 women in the same age category).

In terms of fatalities from fires in the home, the split between men and women is fairly even with eight fatalities being men and six being women.

Men are still more likely to be injured or killed in road traffic collisions. We will continue to monitor the circumstances and characteristics of those injured in fires and other emergencies to identify and respond to altering trends.

Gender reassignment

Research [2] indicates that trans people still experience widespread discrimination and transphobia in everyday life and for some this may make them reluctant to

[1] *Cambridgeshire CC - Travellers Joint Strategic Needs Assessment 2010.*
[2] *LGBT in Britain, Trans Report – Stonewall 2018.*
[3] *Cambridge City and South Cambridgeshire LGBTQ Needs Assessment April 2014.*

access public services – particularly those delivered in the home. Local research[3] supports this and recommends "comprehensive gender identity training for all public-facing staff in public services" along with trans policies for workplaces and more up to date and responsive equality monitoring. We recognise the increasing ways that people express their gender and as such we will seek to increase our understanding of this.

Religion or Belief

In Cambridgeshire and Peterborough, Christianity is the most prevalent religious belief (58 per cent) which is consistent with the national picture (59 per cent). Muslims form nine per cent of Peterborough's population – significantly higher than the national average (4.8 per cent) and that in Cambridge City (four per cent). Nationally the Muslim population is considerably younger than the population in general. National research[4] shows that Muslims are the most likely of all faith groups to live in deprived localities (46 per cent of Muslim population residing on the 10 per cent most deprived areas).

The faith of our communities is relevant to us where we provide services in people's homes and also in relation to understanding behaviours and observance of faith based traditions. Our role and responsibilities in planning for large scale emergencies also provides an opportunity to engage and foster good relations with faith leaders who may be in a position to support and reassure their faith communities in national or large scale emergencies.

Sexual Orientation

Cambridgeshire has a number of support networks for Lesbian, Gay and Bisexual communities and we have partnered with Encompass – an umbrella network - to raise awareness of the needs of these communities. A needs assessment for South Cambridgeshire and Cambridge City (2014)[5] has provided the most recent research about this community. The research points to a high incidence of mental ill-health; high incidence of homophobic experiences, particularly in rural areas; perceptions of bi- and homophobia acting as a barrier to accessing services for older people and the need for gender identity training for all public facing staff in public services.

[4] *A Demographic, Socio-economic, and Health Profile of Muslims in Britain drawing on the 2011 Census.*
[5] *Cambridge City and South Cambridgeshire LGBTQ Needs Assessment April 2014.*

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