Fire & Rescue Service
Effectiveness, efficiency and people 2018/19

An inspection of Cambridgeshire Fire and Rescue Service

Contents

About this inspection

This is the first time that HMICFRS has inspected fire and rescue services across England. Our focus is on the service they provide to the public, and the way they use the resources available. The inspection assesses how effectively and efficiently Cambridgeshire Fire and Rescue Service prevents, protects the public against and responds to fires and other emergencies. We also assess how well it looks after the people who work for the service.

In carrying out our inspections of all 45 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?

2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?

3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings. After taking all the evidence into account, we apply a graded judgment for each of the three questions.

What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Good is our 'expected' graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards.

If the service exceeds what we expect for good, we will judge it as **outstanding**.

If we find shortcomings in the service, we will judge it as **requires improvement**.

If we find serious critical failings of policy, practice or performance of the fire and rescue service, we will judge it as **inadequate**.

Service in numbers

Public perceptions

	Cambridgeshire	England
Perceived effectiveness of service Public perceptions survey (June/July 2018)	86%	86%

Response

|	Cambridgeshire	England
Incidents attended per 1,000 population 12 months to 31 March 2018	8.4	10.2
Home fire risk checks carried out by FRS per 1,000 population 12 months to 31 March 2018	5.1	10.4
Fire safety audits per 100 known premises 12 months to 31 March 2018	4.2	3.0

Incidents attended in the 12 months to 31 March 2018

Total fires 29%

Total false alarms 51%

Total
7,138

Total non-fire incidents 21%
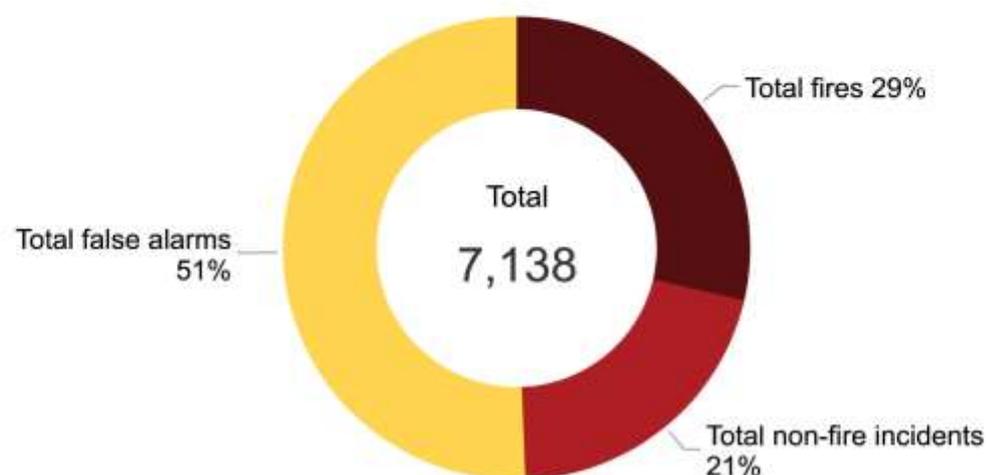
£ Cost

	Cambridgeshire	England
Firefighter cost per person per year 12 months to 31 March 2018	£17.44	£22.38

Workforce

|	Cambridgeshire	England
Number of firefighters per 1,000 population As at 31 March 2018	0.4	0.6
Five-year change in workforce As at 31 March 2013 compared with 31 March 2018	-23%	-14%
Percentage of wholetime firefighters As at 31 March 2018	66%	70%

Percentage of female firefighters as at 31 March 2018

● Female firefighters ● Female residential population
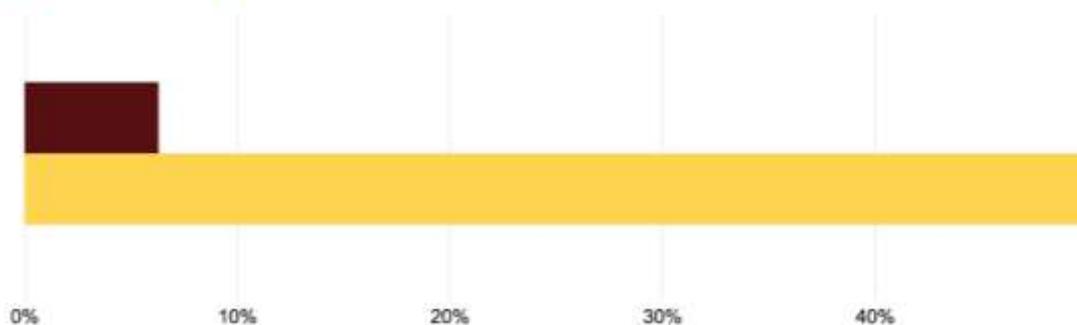
Percentage of black, Asian and minority ethnic firefighters as at 31 March 2018

● BAME firefighters ● BAME residential population
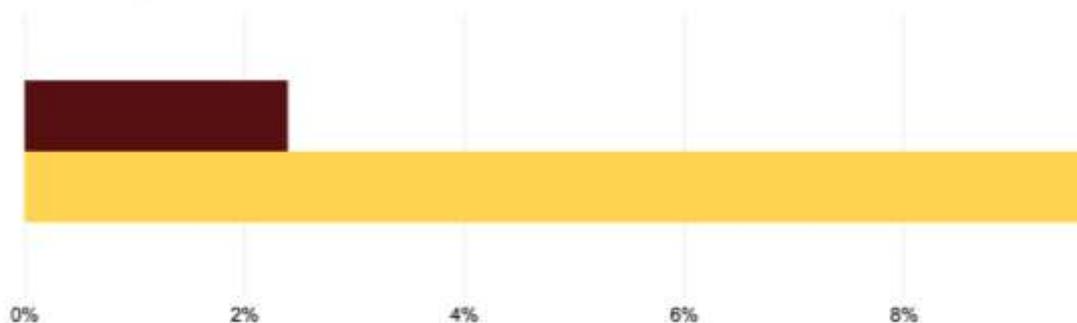
Please refer to annex A for full details on data used.

Overview

⚙ **Effectiveness**	●●●○	**Good**
Understanding the risk of fire and other emergencies	●●●○	Good
Preventing fires and other risks	●●●○	Good
Protecting the public through fire regulation	●●●○	Good
Responding to fires and other emergencies	●●●○	Good
Responding to national risks	●●●○	Good
£ **Efficiency**	●●●○	**Good**
Making best use of resources	●●●○	Good
Making the fire and rescue service affordable now and in the future	●●●○	Good
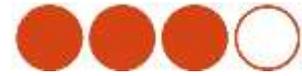
People Good ⬤⬤⬤◯

Promoting the right values and culture	⬤⬤⬤◯ Good
Getting the right people with the right skills	⬤⬤⬤◯ Good
Ensuring fairness and promoting diversity	⬤⬤⬤◯ Good
Managing performance and developing leaders	⬤⬤⬤◯ Good
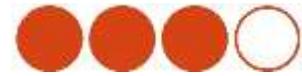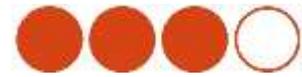
Overall summary of inspection findings

We are pleased with the performance of Cambridgeshire Fire and Rescue Service (FRS) in keeping people safe and secure.

The service keeps people safe and secure from fire and other emergencies effectively. It understands these risks well, and is good at preventing and responding to them. It also makes good use of fire regulation to protect the public, and responds well to national risks.

The service is also efficient at keeping people safe. It uses its resources well. It has a culture of improving efficiency, which should keep it affordable in future.

The service is good at looking after its people. More specifically, it is good at:

- promoting the right values and culture;
- getting the right people with the right skills;
- ensuring fairness and promoting diversity; and
- managing performance and developing leaders.

Overall, we commend Cambridgeshire Fire and Rescue Service for its performance. We are confident it is well equipped for this to continue.

Effectiveness

How effective is the service at keeping people safe and secure?

Good

Summary

An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It will target its fire prevention and protection activities to those who are at greatest risk from fire. It will make sure businesses comply with fire safety legislation. When the public calls for help, the fire and rescue service should respond promptly with the right skills and equipment to deal with the incident effectively. Cambridgeshire Fire and Rescue Service's overall effectiveness is good.

The service understands the risk of fire and other emergencies in its area. It learns about risk using various methods. It uses what it finds out to produce an effective integrated risk management plan (IRMP). The fire service writes its plan for the public, the service's staff and its partners.

The service is good at preventing fires and at protecting the community from other risks. Its prevention strategy includes some innovative schemes to promote community and road safety. But it needs to evaluate its schemes better, and to work better with others to reduce the number of people killed and seriously injured on the roads.

Cambridgeshire FRS uses fire regulation to protect the public. It uses an effective risk-based audit programme to decide which properties to check. It uses an appropriate mix of approaches to enforce fire regulations, providing support to businesses and informal action, but issuing formal notices when needed, often jointly with other organisations.

The service is good at responding to fires and other emergencies. But it needs to improve the consistency of its 999-call handling. It should also make better use of its structured debrief process after complex incidents.

The service is good at responding to national risks. But it needs to work with all its neighbours, not just some of them. It should make cross-border risk information easy for staff to access. And it should conduct cross-border exercises with all its neighbours.

Understanding the risk of fire and other emergencies

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Good

All fire and rescue services should identify and assess all foreseeable fire and rescue-related risks. They should also prevent and mitigate these risks.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Understanding local and community risk

The service engages well with its community. It uses focus groups to get to know the people it serves. The service maintains regular contact with community organisations such as women's groups, faith groups and community cohesion groups. It makes effective use of social media and its easy-to-use interactive website. The service has appointed a community engagement and positive action officer. This has improved its engagement with people whom it has found harder to reach in the past.

We found the service makes effective use of a wide range of data to produce an accurate and clear risk profile across Cambridgeshire and Peterborough. It uses general social and demographic data, alongside local data from other organisations. These include adults social care and other local authority services, and medical oxygen providers. The service uses this data to build a clear picture of areas and even households at most risk.

The service plays a leading role in the Cambridgeshire and Peterborough local resilience forum. Cambridgeshire Fire and Rescue Service works closely with community safety partnerships and the multi-agency safeguarding hubs (MASHs). This leads to a common understanding of local risk and vulnerability.

The service uses information collected, during incidents and home fire risk checks for example, to verify that the risk and vulnerabilities it is seeing on the ground match its understanding of local risk and inform its integrated risk management plan (IRMP).

This all means that the service has a well-developed understanding of changes in the environment and its communities. The service's *Understanding risk in Cambridgeshire* document brings this together, steering its strategic direction and the IRMP. This ensures it provides an effective service to the community, both now and in the future.

Having an effective risk management plan

The IRMP focuses on risk and opportunities. Cambridgeshire's plan has clear links to both the national risk register and local community risk register.

The service has identified core areas as opportunities for future focus. These include:
- the ageing population;
- resilience of its on-call service;
- workforce reform;
- employee engagement; and
- collaboration.

The plan sets out the service's vision and strategic aims under the following headings:
- community safety excellence;
- operational excellence;
- value for money; and
- people.

The IRMP provides a clear link to the service's prevention, protection and response activities.

The service has recently simplified the way it creates its IRMP so that it is easier to understand for staff, the public and partners. For example, it has simplified how it publishes its attendance times, now focusing on one rural and one urban target. To further enhance this approach, the service should consider including clear and challenging targets for all performance within the plan.

Maintaining risk information

The service has a programme of regular visits to sites that have a higher risk of incidents. In the 12 months to 31 March 2018, Cambridgeshire Fire and Rescue Service identified 609 premises as high-risk. The service audited 445 of these premises, which is 73 percent of the total. Fire crews familiarise themselves with these sites and collect site-specific risk information (SSRI). This is then added to a database, which crews can access via mobile data terminals during an incident. The service spends a considerable amount of time quality-assuring this risk information and amending it to make sure it is accurate. The service could reduce the burden of this work by improving the quality of information that is initially collected and input onto the database.

The service has robust systems to communicate risk information. We saw it passed on using a variety of methods. These included face-to-face handovers between watches; briefings at the start of shifts and drill sessions; and use of handover boards. The service also circulates risk information in service action notes and urgent information bulletins.

Preventing fires and other risks

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Good

Cambridgeshire Fire and Rescue Service is good at preventing fires and other risks. But we found the following area in which it needs to improve:

Areas for improvement

- The service should evaluate its prevention work, so it understands the benefits better.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Prevention strategy

Cambridgeshire Fire and Rescue Service's good understanding of local risk informs its clear prevention strategy. The strategy is set out in risk and resource methodology which provides links between prevention, protection and response activity. An up-to-date prevention action plan supports the strategy, which is in line with statutory guidelines.

We found evidence that the service targets home fire risk checks and wider prevention activity to people most at risk from fire. In the 12 months to 31 March 2018, the service performed 3,399 home fire risk checks for elderly people (age 65 and over). In the same period, it carried out 2,104 home fire risk checks targeted at those registered as disabled.

The service and its partners, which include adults social care, other council services and the police, agree local areas of risk. Examples of these are slips, trips and falls; missing light bulbs; hoarding; and vulnerability to crime. The extended fire prevention visits address these agreed areas of risk as well as including a home fire risk check.

We saw evidence of a wide variety of approaches to preventing fire and promoting community safety, some of which were innovative. But we saw limited evidence of the service evaluating its impact. The service should improve the way it evaluates prevention activity to ensure that it has a better understanding of the impact it is having on reducing fires and other risks.

This evaluation would also allow the service to share some of its innovative approaches to prevention more widely, and influence prevention work nationally.

Promoting community safety

The service works well with a variety of other organisations to prevent fires and keep people safe. This includes the Cambridgeshire Bobby Scheme, housing providers, local schools, probation service and local authority MASH.

The service's data shows that the Cambridgeshire Bobby Scheme delivers approximately 1,000 home fire risk checks each year on behalf of the service.

The service has installed misting systems in the homes of ten people who are extremely vulnerable to fire. This group includes those with limited mobility who may have difficulty in leaving the property in an emergency. These portable sprinklers detect and apply water mist in the event of a fire. One of the systems recently operated and prevented injury and minimised the damage caused. This highlighted the benefits of misting systems. The service is now encouraging social housing providers to fit similar systems within their properties.

The service delivers water safety education within schools, through its own Remember Rony initiative. This scheme started in 2015 after local teenager Rony John tragically died while playing with friends in the River Ouse.

Working with Essex Fire and Rescue Service, Cambridgeshire delivers Firebreak courses to teenagers in local schools. The programme develops team working skills and increases self-esteem in students with confidence, performance and behavioural issues. The course is a mix of classroom workshops and practical drill yard sessions.

The service is at the forefront of activity to tackle arson and fire-setting behaviour. It has worked with a forensic psychologist to develop a one-to-one arson intervention programme (Project Icarus). This programme was the first of its kind in the country. Fire service staff deliver the programme to prisoners and probationers, under the supervision of the forensic psychologist. HM Prisons and Probation Service has acknowledged Project Icarus as best practice and is considering it for national expansion.

A second programme, called 'Firesetters', targets children and young people who play with fire or have been through the criminal justice system because of fire-related crime.

The service has recently appointed a campaigns and engagement officer to further improve how it tells the public about its work, about fire prevention and about community safety.

A dedicated member of staff (navigator) works in the MASH. The navigator's role is to ensure that FRS staff have a good understanding of safeguarding and to ensure that appropriate referrals are made. We saw examples of staff identifying vulnerabilities and making safeguarding referrals during prevention, protection and response activities.

Road safety

We found evidence that the service promotes road safety through initiatives such as 'For my girlfriend'. Working with colleges the service targets new and inexperienced drivers, educating them on the dangers they face on the roads.

The service told us about another example. Homeless people living in camps near a busy A-road were being hit by vehicles when crossing the road at night. The service's innovative solution to reduce the number of casualties was to provide people in the camps with hi-vis jackets.

We saw small pockets of similar localised good practice. However, there was little evidence of the service having a clear strategy of working with partners to promote road safety and reduce the numbers of people being killed and seriously injured on the roads. The service has recently taken on a leading role within the local road safety partnership. We hope that this will provide the catalyst for the improvement required.

Protecting the public through fire regulation

Good

All fire and rescue services should assess fire risks in buildings and, where necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally-determined, risk-based inspection programme for enforcing the legislation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Risk-based approach

Cambridgeshire Fire and Rescue Service has an effective risk-based audit programme (RBAP) and enforcement plan. The service uses this to prioritise its activities based on risk. The RBAP uses Experian data and modelling to predict where a fire is most likely to happen. The service also prioritises premises with a sleeping risk. A property is said to have a sleeping risk if multiple people sleep there. Examples are care homes, hotels, hostels; and flats above commercial premises are also included. For example, one local heritage site had a large sleeping risk. We saw evidence that the service had advised the owners on the fitting of smoke detection.

Specialist, qualified staff carry out risk-based audits that support the RBAP. To increase capacity, operational firefighters receive training to carry out compliance checks at lower risk, less complex premises. This helps the service identify any further areas of non-compliance and include them in the programme of audits.

As well as its proactive risk-based programme, the service also carries out reactive work. It helps businesses after a fire and responds to reports of fire safety breaches from other organisations and the public.

Enforcement

In recent years, Cambridgeshire Fire and Rescue Service has taken a supportive approach based on informal action to fire safety legislation compliance. It uses prosecution only when absolutely necessary. It has an established business support seminar programme and a range of primary authority partnerships. These support businesses, to help them manage safety, reduce risk and improve compliance. In the 12 months to 31 March 2018, the service issued:

- 219 informal notices; and

- two enforcement notices (under Article 30 of the Regulatory Reform (Fire Safety) Order).

We saw evidence of successful use of informal action to bring a complex building back in line with legislation. The service worked closely with building managers to make sure they carried out remedial action to address fire safety breaches.

The service works closely with enforcement partners, including local authority planners, housing and environmental health officers. They carry out joint visits and enforcement action and share risk information.

A joint operation between the service, police, housing and immigration targeted fire safety breaches. It also identified vulnerable people who may have been victims of modern-day slavery or people trafficking.

Working with others

The service has a robust call-challenge and non-attendance policy to automatic fire alarms (AFAs). This policy is in line with national guidance. When AFA calls are received by fire control, additional information is gathered to determine whether the alarm is the result of a fire or other cause. If a fire cannot be confirmed, depending on the time of day and the type of premises, attendance may be amended. This can result in: no attendance by the fire service, a reduced attendance of one fire engine, or the full pre-determined attendance. The service will, of course, attend if it receives confirmation of a fire.

Through its business support seminars, the service is working closely with local businesses to reduce unwanted fire signals from AFAs. As well as raising awareness among building managers, the service also encourages them to introduce a two- or three-minute delay. The delay allows investigation of the cause of the alarm, before the fire service is called.

In addition, the service works with the 'top ten repeat offenders', those premises having the most unwanted fire signals, to reduce unnecessary call-outs.

The service would benefit from carrying out evaluation of its protection and enforcement activity. This would ensure that it understands what works best and what has the greatest impact on keeping people safe and secure from fire. This will also promote continuous improvement and translate into better service to the public.

Responding to fires and other emergencies

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Good

Cambridgeshire Fire and Rescue Service is good at responding to fires and other emergencies. But we found the following area in which it needs to improve:

> **Areas for improvement**
> - The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing assets and resources

A good understanding of local risk informs the service's response strategy. It is set out in its risk and resource methodology which provides links between prevention, protection and response activity. An up-to-date response action plan supports the service's response strategy.

The response strategy includes a clear rationale for maintaining a minimum fire engine availability of 14. The location of its resources, including nine key stations, aligns with risks listed in its IRMP.

The service has time-based emergency response standards set out in its IRMP:
- Most serious incidents in urban areas: First pumping appliance in nine minutes.
- Most serious incidents in rural areas: First pumping appliance in 12 minutes.

Whilst data provided by the service highlights a small increase in the attendance time to the most serious incidents, in the 12 months to 31 March 2018, it also shows that it is consistently meeting its targets.

The service has a combined fire control with Suffolk FRS. One fire control, based in Cambridgeshire FRS headquarters in Huntingdon, handles all 999 calls for both services. Staff are well trained and knowledgeable.

The service uses dynamic mobilising. This mobilising system identifies the closest resource available to send to incidents. There is an effective system to update mobilisation times. It uses information about closed roads and other factors affecting response times to make sure that dynamic mobilising is accurate.

Current differences in mobilising procedures across the two services affect call-handling times. Cambridgeshire FRS should improve the consistency of its 999-call handling to ensure that it meets its mobilisation targets.

Response

We found that most of the service's operational policy aligns with national operational guidance (NOG). The service plays a leading role in the regional NOG group. There is a plan in place to fully adopt NOG across the region, by 2020.

We visited 14 operational fire stations during our inspection. The staff of these stations were wholetime, on-call and volunteer firefighters. They were well-trained, well-equipped and knowledgeable about the high-risk sites in their station areas. They demonstrated accessing SSRI in a timely manner using mobile data terminals on fire engines.

Incident commanders told us they had the support of senior leaders to use operational discretion and step outside guidance at incidents where appropriate.

The use of a combined area commander rota with Bedfordshire FRS provides increased capacity. It also improves resilience in mobilising that level of incident commander.

Since the service has reduced the number of operational principal officers it should check that it has capacity and resilience at that level.

The combined fire control has an effective system to update responding crews on short-term risk. During our visit, we saw an example of a premises with its sprinkler system off-line for maintenance. Control staff recorded this information and passed it on to crews.

Command

At incidents, managers at all levels can command fire service assets assertively, effectively and safely. We saw evidence of detailed knowledge of national operational guidance along with effective decision-making, using the decision control process.

Incident commanders make good use of support materials available to them. These include checklists, command support packs, analytical risk assessments and decision logs.

The service has an effective system to ensure that incident commanders undergo regular training and reassessment of their command competence. The service has identified that command experience is reducing as the number of incidents attended goes down and as officers retire. The service is addressing this gap through a variety of measures. These include a regular exercise programme, no-notice exercises and simulated incidents at the fire service college.

Keeping the public informed

The service makes good use of its website to communicate information about incidents to the public. Staff update the website during office hours. The service also makes use of social media to supplement and complement the information available. This ensures that information is also available outside normal office hours. We saw evidence of live updates from ongoing incidents being shared via social media including Twitter and Facebook. We saw evidence of updates from incidents using the live facility from both platforms.

The service works closely with the MASHs so that any safeguarding issues identified by crews are appropriately referred on. A robust system ensures that urgent safeguarding issues identified at incidents are referred on immediately via fire control.

Evaluating operational performance

The service has an effective system for carrying out hot debriefs of small-scale incidents. We saw evidence that crews carry out debriefs immediately following an incident. Crews can then feed learning back to the operational support group. This learning is collated and shared with the rest of the organisation through a monthly 'closing the loop' report.

However, we saw limited evidence of structured debriefs after more complex incidents. Only two had taken place over the last 12 months. In the evidence we did see, there were inconsistencies in debrief information.

The service should improve the use of its structured debrief process. These need to happen consistently and more often. This will improve the sharing of learning from larger and more complex incidents. It should check that its policy of carrying out structured debriefs 'as required' is not causing it to miss learning opportunities.

The service has an 'ops hub' intranet site where staff can access debriefs and learning from national incidents. We also saw examples of the service sharing learning from a water rescue incident and a chemical incident through the national operational learning process.

Responding to national risks

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Good

Cambridgeshire Fire and Rescue Service is good at responding to national risks. But we found the following areas in which it needs to improve:

Areas for improvement

- The service should ensure it understands national and cross-border risks and is well prepared to meet such risks.

- The service should ensure operational staff have good access to cross-border risk information.

- The service should arrange a programme of over-the-border exercises, sharing the learning from these exercises.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Preparedness

The service has good arrangements to supplement resources in the event of a major incident or other extraordinary need. Staff demonstrated a good understanding of what would constitute a major incident. They understand their responsibilities and how to request additional resources, including national assets, if required.

The service also has effective arrangements to support the response to a regional or national incident. It maintains and staffs a high-volume pump. It has specialist national inter-agency liaison officers providing 24/7 cover, to support a response to a marauding terrorist attack. It also provides specialist hazardous material officers to carry out, with Essex FRS, detection, identification and monitoring at chemical, biological, radiological and nuclear incidents.

The service has well established response plans for high-risk premises, including top tier control of major accident hazards (COMAH) sites. The service has a dedicated emergency planning officer responsible for driving the quality and quantity of risk information available.

Working with other services

The service shares a single area commander operational rota with Bedfordshire FRS. Area commanders from both services are part of the rota to increase resilience across both service areas. There are plans for other alignments that will further support response to cross-border incidents.

The service has arrangements to undertake cross-border exercises with neighbouring FRSs. We observed that these arrangements were more effective in some areas than others. The service should make sure it conducts cross-border exercises with all of its neighbours. It should also share the learning from these exercises.

Staff were unable to access cross-border risk information on mobile data terminals. They were unaware that they could, as a back-up, access this information via fire control. The service should ensure that cross-border risk information is available and accessible by operational staff.

The service's fire ground radios are analogue while those used by neighbouring services are digital, resulting in operational incompatibilities. The services are aware of the impact this has on their ability to work together and have addressed it with a short-term fix (switching all radios to analogue). The services are exploring a longer-term solution.

Working with other agencies

The chief fire officer chairs the local resilience forum and other officers chair a variety of working groups. This has resulted in close working with multi-agency partners. It also ensures that the service plays a leading role in the planning and organising of joint training and exercises.

We saw evidence of a variety of multi-agency exercises taking place. These included both table-top and physical exercises and covered the emergency and recovery phases of incidents. They have also tested the setting up and running of strategic and tactical co-ordination groups and communication plan.

Incident commanders demonstrated good knowledge and understanding of Joint Emergency Service Interoperability Principles (JESIP).

The service is well prepared to form part of a regional response to a marauding terrorist attack. It has carried out several exercises and provided training to staff including fire control.

Efficiency

How efficient is the service at keeping people safe and secure?

Good

Summary

An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Cambridgeshire Fire and Rescue Service's overall efficiency is good.

The service makes good use of resources. But it needs to better understand the financial challenges that it may face after 2020. The service uses various working patterns. It is agile enough to change its systems to make them more efficient.

It works with its neighbours to take advantage of savings from working together. Its business continuity arrangements are robust. The public can expect a resilient service even during extraordinary events.

The service's productivity is generally good. But it should avoid duplicating work in protection audits and collecting risk information.

Cambridgeshire FRS is good at making the service affordable now and in the future. It identified a way of saving £0.5m to the end of 2018/19. It has achieved those savings. It secures improved value for money through collaboration, innovation, effective procurement and use of technology.

The service has invested wisely for the future. It holds strategic reserves, with detailed plans for investment. The service manages its money well and strives to improve in this area.

Making best use of resources

Good

Cambridgeshire Fire and Rescue Service is good at making the best use of resources. But we found the following areas in which it needs to improve:

Areas for improvement

- The service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.

- The service should assure itself that it maximises its workforce's productivity. It needs a more integrated approach to protection audits and collection of risk information, to prevent duplication and improve productivity.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

How plans support objectives

The service has clear arrangements to take informed operational decisions, in line with its IRMP. These are based on sound financial advice.

The service made savings early in the last spending review period. This means it was able to reinvest in fire engines and equipment to support its response plan and IRMP.

The medium-term financial plan (MTFP) is in place for the period to 2020. It is based on sound assumptions on government grant, levels of council tax and inflation. The service's IRMP drives the MTFP.

However, we saw little evidence of plans to take account of future government grant settlements and other changes post-2020. When the service revises its MTFP it should consider a range of future financial scenarios. This will allow the service to prepare for the implications of different levels of government grant and changes in council tax precept. It can also see the effect of efficiency savings and foreseeable changes in the workforce, estates and vehicles.

The service allocates resources between prevention, protection and response following a review of the previous year's base budget, adjusted for inflation and savings. There is further scope for the service to consider more sophisticated models of budget allocation, to target better resources based on its IRMP.

Productivity and ways of working

The service makes good use of a variety of working patterns to match resources to risk. There is a mix of wholetime, day crewed, on-call and volunteer firefighters.

The service has moved from a five-watch system back to a four-watch system. It has also introduced a more flexible approach to the staffing of special appliances. This combination has created efficiencies, allowing for the introduction of two roaming pumps. The roaming pumps have increased the availability of fire engines. They have also improved productivity, because crews carry out prevention and protection work in on-call station areas.

The service has also made changes to the working patterns of fire control staff. This has allowed the service to use existing staff more efficiently, matching resources to demand. The service is considering further improvements to this system to balance the organisation's needs with the welfare of staff.

We saw evidence that unavailability of trainers during evenings and weekends limits specialist training opportunities for on-call staff. The service acknowledges that a more flexible working pattern for training staff would be more efficient and effective. It is considering options to do this.

We found a highly motivated workforce, carrying out a variety of prevention, protection and response activity. However, we saw limited evidence of a joined-up approach to this work. We saw examples of a protection compliance check visit followed by another visit by a different watch to collect risk information.

The service should ensure that there is a more integrated approach to protection audits and collection of risk information to prevent duplication and improve productivity.

Collaboration

The service is exploiting several opportunities to collaborate within and beyond the fire sector. The most notable is the combined fire control with Suffolk FRS. This is leading to ongoing efficiencies of £400,000 per year for each service. Collaborative procurement arrangements with Suffolk and Bedfordshire for a new mobilising system are also promising but at an early stage.

A shared ICT service with Bedfordshire FRS is well established but limited in scope. It offers the potential for further collaboration to improve efficiencies and resilience.

The service shares seven of its 28 community fire stations with Cambridgeshire Constabulary and East of England Ambulance Service. There are plans to share a further four. Plans are also in place to build a new joint training centre with Cambridgeshire Constabulary.

The service is also part of a joint strategic interoperability board with police and ambulance.

We saw evidence of review and evaluation of the combined fire control and ICT collaborations. But we saw little evidence of this taking place for other collaboration activities. We encourage the service to continue to review and

evaluate all of its collaborations to ensure it understands fully the efficiencies and benefits realised and can spot any unintended consequences.

Continuity arrangements

The service has robust strategic business continuity arrangements. The plans include actions for when extraordinary events impact on its ability to provide an effective service to the public. We saw evidence of regular testing of the plans in relation to ICT and the combined fire control. The service has further plans in place to improve the resilience and business continuity arrangements of combined fire control, through collaboration with Bedfordshire FRS.

The service has good arrangements to assess and review the business continuity plans of its key suppliers. We saw evidence of resilience and fall-back requirements being included in qualifying criteria for tenders. The service regularly reviews these arrangements as part of its contract management process.

Making the fire and rescue service affordable now and in the future

Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Improving value for money

Cambridgeshire Fire and Rescue Service has a thorough understanding of the current financial climate in which it operates. It has in the past demonstrated it has the flexibility to change to meet financial challenges. We saw that the key financial decisions it has made are linked to risk and in line with its IRMP.

The service has fully achieved the planned savings of more than £0.5m that it identified to the end of 2018/19. It achieved this with a plan of action based on a review of efficiency savings during the period 2016–20. Savings have been made by revising the senior management structure and the shift system; and by collaboration efficiencies. It is encouraging to see that these savings have had no impact on frontline emergency response.

The service has sound arrangements for ensuring an effective procurement function. It is actively involved at a national level, looking into collaborative purchasing arrangements covering clothing, fleet, operational equipment, ICT, facilities, and professional services. We saw evidence of local collaboration with Suffolk and Bedfordshire FRSs in the procurement of a new mobilising system.

The service is at a relatively early stage in seeking to establish financial and performance reporting. However, it is encouraging to see some evidence of positive activity in this area. We will be interested to see this develop in the future.

The service has identified a variety of ways to increase productivity and efficiency. It may wish to consider the use of benchmarking, comparing its processes to best practice, as another option.

Innovation

We saw evidence that Cambridgeshire FRS is making use of technology to provide a more efficient service to the public.

The service transformation and efficiency programme (STEP) has introduced technology to automate and streamline business processes and procedures. An example of this is a new online, cloud-based recruitment process.

STEP has also streamlined the payment system for on-call staff. It has removed both the need for paper forms and duplication by populating multiple systems with a single data entry.

The service is investing in alternative fire engines and equipment. These provide the possibility for more flexible approaches to crewing in the future.

The service continues to engage with staff to identify further potential savings and efficiencies. This joint approach provides a greater possibility for identifying innovative approaches to efficiency savings.

**Future investment and working with others**

The service is a member of the Fire and Rescue Indemnity Company (FRIC). This company provides indemnity against risk normally covered by larger insurance premiums. In addition to making financial savings, the nine member FRSs work together to reduce risk and share best practice.

The service has a sound reserves strategy. It allows for future investment as well as providing cover for future financial risk. It holds a level of general reserves which, at 1 April 2017, was 8.7 percent of the net expenditure. It also holds several specific strategic reserves, all with detailed plans for their future use.

The service plans to expand its shared estates programme and to improve the governance of ICT shared services. The service expects that both schemes will lead to greater efficiencies and we will be interested to monitor progress.

The service is continuing to work with Rotary Club, which makes donations towards the cost of smoke alarms. The service is encouraging social housing providers to fund portable misting systems within their properties.

People
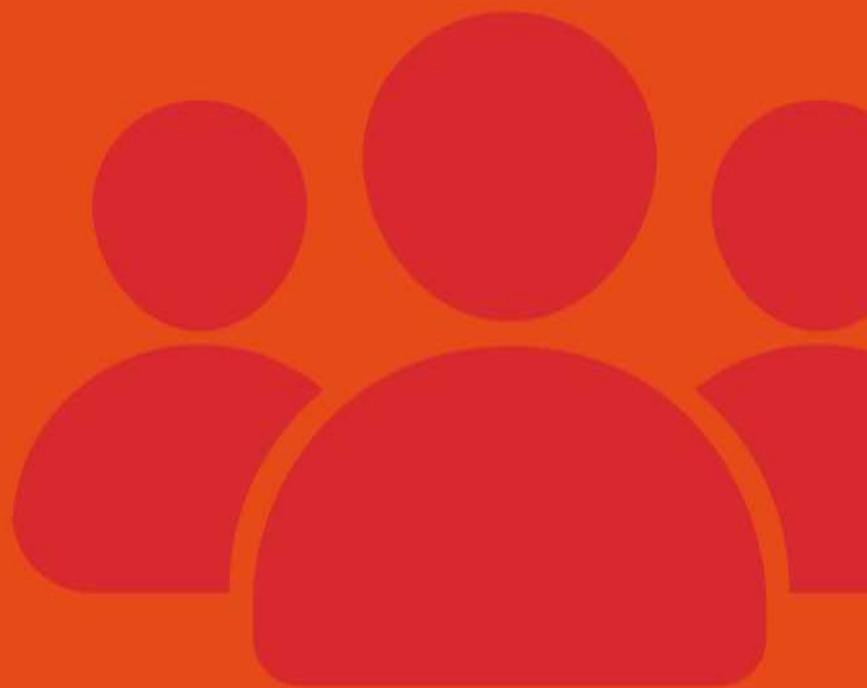
How well does the service look after its people?
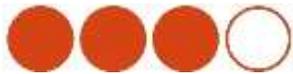
Good

Summary

A fire and rescue service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Cambridgeshire Fire and Rescue Service is good at looking after its people.

The service promotes the right values and culture among its staff and leaders. It puts its people's wellbeing first. Staff use and appreciate its support services.

The service's health and safety policy is clear. It is backed up by dedicated health and safety specialists. We are confident that staff understand and comply with their responsibilities.

A stated set of values underpins the service's culture. Staff respect leaders and their efforts to improve workplace culture. The service commissioned an action plan to improve the culture. But it has made slow progress against the plan in some respects. There is limited evidence of bullying and harassment. But staff are not confident in reporting such incidents, should they occur. It needs to do more to make staff feel comfortable reporting bullying and harassment if it occurs.

The service is good at getting the right people with the right skills. Its workforce planning is sophisticated and robust enough to prevent current and future skills gaps.

The service is good at ensuring fairness and promoting diversity. Leaders look for feedback. The service is keen to engage better with staff.

The service knows its workforce is less diverse than the population it serves. It is working to change that.

Cambridgeshire FRS could improve the way it manages staff performance. It reviews staff performance in a clear and structured way. But some staff weren't confident about the process and didn't engage with it.

The service expects its new career management process will help it find and develop high-potential staff. But many staff didn't know about or understand the process. Some staff said the promotion process was not fair and transparent enough. The service should to do more to help staff better understand the promotion process.

Promoting the right values and culture

Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce wellbeing

Both the physical and mental wellbeing of staff are a clear priority for the service.

The service has a well-resourced occupational health department. It provides a variety of support including health and wellbeing advice, health screening, medicals and fitness testing. It also offers an externally-provided employee assistance programme and a Healthshield medical plan. These two programmes provide staff with services such as legal and financial advice, counselling, physiotherapy and hospital investigations.

The service has an effective trauma risk management (TRiM) process with trained staff to support colleagues after a traumatic incident. The service has plans in place to improve this process in collaboration with Cambridgeshire Constabulary.

The charity Mind runs the Blue Light programme to give mental health support to emergency service staff and volunteers. Blue Light champions throughout the service provide additional mental health support.

We found that staff and representative bodies felt that health and wellbeing support is very good. Many staff told us how they had used the services, describing how helpful they had found the support they received.

Health and safety

The service has a clear health and safety policy, which sets out its purpose and scope. It clearly defines the responsibilities of staff at all levels to promote health and safety. The service has dedicated health and safety specialists who provide support and guidance to all employees. They ensure that all staff understand and comply with their health and safety responsibilities.

Culture and values

Staff at all levels understand and demonstrate the service's 'one team behaviours':

- Trust
- Respect
- Results
- Commitment
- Honesty.

Staff see senior leaders as role models and respect them for improving the culture within the service. This is particularly since the current senior team have been in place. Some staff did, however, express concerns that not all managers have embraced the new culture. We heard about small pockets of 'old-style autocratic management' within the service.

The employee engagement survey identified a lack of confidence among staff in reporting bullying and harassment. The service commissioned research from external consultants to address areas of concern. The resulting 'Respect' action plan provides additional support to staff. The action plan covers:

- support for staff;
- personal responsibility and development;
- leadership responsibility and development;
- process; and
- transparency.

Progress against this action plan has been slow.

While we saw no evidence of bullying and harassment, it is important that staff feel confident in reporting it, should it occur. The service should improve delivery against its 'Respect' action plan, to ensure that staff feel confident to report bullying and harassment, should it occur.

Getting the right people with the right skills

Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce planning

The service has a good understanding of current and future skills requirements. It has introduced a resource management unit board (RMUB). This is a group that meet to forecast and plan for future workforce needs. The board uses predicted leaving dates for current workforce and balances this against predicted future demand and skills requirements. It uses the 'Understanding risk in Cambridgeshire' document to identify these requirements.

The board also regularly reviews 'single point of failure' to identify individuals who are critical to service delivery. It calculates the risk of them leaving or being unavailable for an extended period. The board then puts measures in place to mitigate the risk. This includes building in resilience and succession planning.

The service's effective performance management system ensures it has competent staff with the right skills and capabilities. It is easy for the service to identify gaps in competence and then to plan additional training and assessments. Risk-critical and core competency training, such as use of breathing apparatus, fire behaviour, driving and incident command are provided at the service's training centre.

The service quickly identifies gaps in skills and capabilities through its IRMP process and 'excellence groups'. These groups are responsible for implementing each element of the IRMP and for reporting on progress to the senior leadership team. We saw an example of this. The service identified an increase in the number of high structures such as wind turbines and high-level power cables. It responded by putting together a rope rescue team, which is now in training.

Learning and improvement

There is an established culture of learning and improvement across the service. All staff are generally well trained in risk-critical areas. We did identify some inconsistency in prevention and protection training. Not all staff have received the training in this area. The service is aware of this and has plans in place to deliver the training to all operational staff.

The service has an effective risk-critical training programme. It produces an annual training plan that covers all risk-critical and core competencies. This is then amended by local managers to take account of individual needs.

The service uses an electronic integrated personal development system database to record and monitor competencies. A 'traffic light' system alerts supervisory officers to any gaps in competence. We sampled the core competencies of firefighters from across the service and found them to be generally up to date. We identified some anomalies; however, these appeared to be caused by the recording system. A new system is due to be introduced in January 2019, which is intended to improve the ease of recording and accuracy of the records. We will be interested to see what improvements occur once the system launches.

We observed firefighters testing equipment, including breathing apparatus. It was very positive to see that they carried this out confidently and effectively.

We saw examples of on-call staff attending exercises organised and facilitated by their wholetime colleagues. Staff also provided examples of the benefits of having an on-call workforce that are also wholetime staff. This provides the opportunity to share learning and experiences directly.

Ensuring fairness and promoting diversity

Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Seeking and acting on staff feedback

Senior leaders are visible, approachable, open to challenge and support and demonstrate the 'one team behaviours' of the service.

The service undertook an employee engagement survey in 2015. It has recently undertaken a 'pulse check' that has highlighted an increase in engagement from 58 percent to 60 percent. Work is ongoing to further improve engagement.

The service introduced a social media application, Workplace, to improve engagement. Workplace provides a fully interactive source of service news and information and includes a 'chief's chatter' group. The chief fire officer submits regular blog posts and staff can comment and feedback directly. We found that staff have mixed views about this method of communication. Some staff have fully embraced it and use it regularly, while others say they registered but have not used it since.

'Back to the floor' engagement visits by senior leaders are well-received by staff. The service's staff see them as a good opportunity to engage, feedback and challenge. Leaders started to include support departments in these visits, which staff welcomed. This is a good opportunity to make these visits fully inclusive across the whole workforce.

The service has a generally positive relationship with representative bodies and staff associations. These organisations engage regularly with senior leadership. Staff told us that relationships have improved since the current leadership team took over.

We saw evidence of effective engagement and negotiation to resolve concerns. One example occurred during recent change from a five- to a four-watch system.

The service also engages with representatives of the on-call workforce through the 20:20 staff working group. We found evidence of feedback from this group influencing changes within the service. Examples include changes to standby policy, and equipment choices for new fire engines.

Diversity

The service's workforce does not fully reflect the diversity of the communities it serves. As at 31 March 2018 3 percent of staff in Cambridgeshire FRS were from black, Asian, or minority ethnic (BAME) backgrounds, compared to a 9.7 percent BAME population in the service area.

As at 31 March 2018 6.3 percent of firefighters in Cambridgeshire were female. This is slightly more than the England rate of 5.7 percent.

The service is fully aware of this and is acting to overcome some of the barriers to recruiting underrepresented groups.

A newly recruited positive action officer is targeting hard-to-reach groups. The service cannot yet quantify the value of this role, as the appointment only took place in February 2018. We did see evidence of an early impact in one community. The service ran an information event at a community centre which had refused such offers in the past.

A recent recruitment campaign included myth-busting sessions, have-a go sessions and women-only events. The campaign provided information across a variety of platforms including Asian and Polish radio stations. As these activities are still in their infancy, the service has not yet been able to evaluate any benefits.

The service has worked with partners from the community cohesion group. They have helped to improve recruitment processes by identifying and challenging unconscious bias. The service changed its recruitment panels. They are more representative, with a more proportionate split between uniformed and non-uniformed, and male and female panel members.

Managing performance and developing leaders

Good

Cambridgeshire Fire and Rescue Service is good at managing performance and developing leaders. But we found the following areas in which it needs to improve:

Areas for improvement

- The service should improve understanding and application of the new performance development review process among all staff.

- The service should improve the awareness and understanding of its career management process among all staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing performance

The service has a clear and structured process for carrying out performance development reviews. An update in May 2018, in response to staff feedback, simplified recording and standardised the process for all staff. It now includes clear references to a new career management process.

But we found that staff have little confidence in the new process. Many of them see it as a 'tick-box exercise'. We saw limited evidence of the setting of personal goals or continuing professional development objectives.

The service should improve understanding of the new performance development review process among staff and managers. It needs to ensure that its use leads to meaningful performance assessment, against clear, personal and specific goals and objectives.

Developing leaders

The service introduced a career management process in April 2018 to manage the career pathways of all staff. The process is intended to ensure that there is the right mix of skills and capabilities across the workforce. It should also help the service to identify and develop high-potential staff.

We saw evidence that many staff were unaware of the process. Those who were aware of it were unclear about how to access it and did not understand its outcomes.

The service should improve the awareness and understanding of its career management process among all staff, to ensure that it becomes embedded within the service and achieves its desired outcome of fairly identifying high-potential members of the workforce.

We found that staff think that the recruitment process is fair and transparent. There were, however, mixed levels of understanding of the promotion process. This led to some staff suggesting that it may not be perceived as fair and transparent. The service should address this by improving staff's understanding of the process.

The service has invested in both leadership development and personal development. It has set up two programmes, 'insight' and 'aspire'. One is for supervisors and managers wishing to develop further. The other is for aspiring leaders looking to move into their first supervisory role. While these are encouraging developments, there is as yet limited evidence to demonstrate the outcomes of these programmes.

Annex A – About the data

Data in this report is from a range of sources, including:

- Home Office;
- Office for National Statistics (ONS);
- Chartered Institute of Public Finance and Accountancy (CIPFA);
- our inspection fieldwork; and
- data we collected directly from all 45 fire and rescue services in England.

Where we use published Home Office data, we use the period to 31 March. We selected this period to be consistent across data sets. Some data sets are published annually, others quarterly. The most recent data tables are available online.

We use different data periods to represent trends more accurately.

Where we collected data directly from fire and rescue services (FRSs), we took reasonable steps to agree the design of the data collection with services and with other interested parties such as the Home Office. We gave services several opportunities to validate the data they gave us, to ensure the accuracy of the evidence presented. For instance:

- We checked and queried data that services submitted if notably different from other services or internally inconsistent.
- We asked all services to check the final data used in the report and correct any errors identified. Data that services submitted to the Home Office in relation to prevention, protection and workforce figures was published in November 2018. This data was updated after reports had been checked by services, so we haven't validated it further.

We set out the source of Service in numbers data below.

Methodology

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use ONS mid-2017 population estimates. This is the most recent data available at the time of inspection.

BMG survey of public perception of the fire and rescue service

We commissioned BMG to survey attitudes towards fire and rescue services in June and July 2018. This consisted of 17,976 interviews across 44 local fire and rescue service areas. This survey didn't include the Isles of Scilly, due to its small population. Most interviews were conducted online, with online research panels.

However, a minority of the interviews (757) were conducted via face-to-face interviews with trained interviewers in respondents' homes. A small number of respondents were also interviewed online via postal invitations to the survey. These face-to-face interviews were specifically targeted at groups traditionally under-represented on online panels, and so ensure that survey respondents are as representative as possible of the total adult population of England. The sampling method used isn't a statistical random sample. The sample size was small, varying between 400 and 446 individuals in each service area. So any results provided are only an indication of satisfaction rather than an absolute.

Survey findings are available on BMG's website.

Service in numbers

A dash in this graphic indicates that a service couldn't give data to us or the Home Office.

Perceived effectiveness of service

We took this data from the following question of the public perceptions survey:

How confident are you, if at all, that the fire and rescue service in your local area provides an effective service overall?

The figure provided is a sum of respondents who stated they were either 'very confident' or 'fairly confident'. Respondents could have also stated 'not very confident', 'not at all confident' or 'don't know'. The percentage of 'don't know' responses varied between services (ranging from 5 percent to 14 percent).

Due to its small residential population, we didn't include the Isles of Scilly in the survey.

Incidents attended per 1,000 population

We took this data from the Home Office fire statistics, 'Incidents attended by fire and rescue services in England, by incident type and fire and rescue authority' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- There are six worksheets in this file. The 'FIRE0102' worksheet shows the number of incidents attended by type of incident and fire and rescue authority (FRA) for each financial year. The 'FIRE0102 Quarterly' worksheet shows the number of incidents attended by type of incident and FRA for each quarter. The worksheets 'Data fires', 'Data fire false alarms' and 'Data non-fire incidents' provide the raw data for the two main data tables. The 'Figure 3.3' worksheet provides the data for the corresponding chart in the statistical commentary.

- Fire data, covering all incidents that FRSs attend, is collected by the Incident Recording System (IRS). For several reasons some records take longer than others for FRSs to upload to the IRS. So totals are constantly being amended (by relatively small numbers).

- We took data for Service in numbers from the August 2018 incident publication. So figures may not directly match more recent publications due to data updates.

Home fire risk checks per 1,000 population

We took this data from the Home Office fire statistics, 'Home fire risk checks carried out by fire and rescue authorities and partners, by fire and rescue authority' for the period from 1 April 2017 to 31 March 2018.

Each FRS's figure is based on the number of checks it carried out and doesn't include checks carried out by partners.

Please consider the following points when interpreting outcomes from this data.

- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

- The England total hours figures for 'Number of Fire Risk Checks carried out by FRS' include imputed figures to ensure a robust national figure. These imputed figures are: '2016/17 – Staffordshire'.

- Figures for 'Fire Risk Checks carried out by Elderly (65+)', 'Fire Risk Checks carried out by Disabled' and 'Number of Fire Risk Checks carried out by Partners' don't include imputed figures because a lot of FRAs can't supply these figures.

Home fire risk checks may also be referred to as Home Fire Safety Checks by FRSs.

Fire safety audits per 100 known premises

Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment. It involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the Regulatory Reform (Fire Safety) Order 2005 (FSO). The number of safety audits in Service in numbers refers to the number of audits FRSs carried out in known premises.

According to the Home Office definition, "premises known to FRAs are the FRA's knowledge, as far as possible, of all relevant premises; for the enforcing authority to establish a risk profile for premises in its area. These refer to all premises except single private dwellings".

We took this from the Home Office fire statistics, 'Fire safety audits carried out by fire and rescue services, by fire and rescue authority' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- Berkshire FRS didn't provide figures for premises known between 2014/15 and 2017/18.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- Several FRAs report 'Premises known to FRAs' as estimates based on historical data.

Firefighter cost per person per year

We took the data to calculate firefighter cost per person per year from the annual financial data returns that individual FRSs complete and submit to CIPFA, and ONS mid-2017 population estimates.

You should consider this data alongside the proportion of firefighters who are wholetime and on-call / retained.

Number of firefighters per 1,000 population, five-year change in workforce and percentage of wholetime firefighters

We took this data from the Home Office fire statistics, 'Total staff numbers (full-time equivalent) by role and by fire and rescue authority' as at 31 March 2018.

Table 1102a: Total staff numbers (FTE) by role and fire authority – Wholetime Firefighters and table 1102b: Total staff numbers (FTE) by role and fire authority – Retained Duty System are used to produce the total number of firefighters.

Please consider the following points when interpreting outcomes from this data.

- We calculate these figures using full-time equivalent (FTE) numbers. FTE is a metric that describes a workload unit. One FTE is equivalent to one full-time worker. But one FTE may also be made up of two or more part-time workers whose calculated hours equal that of a full-time worker. This differs from headcount, which is the actual number of the working population regardless if employees work full or part-time.
- Some totals may not aggregate due to rounding.

Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Percentage of female firefighters and black, Asian and minority ethnic (BAME) firefighters

We took this data from the Home Office fire statistics, 'Staff headcount by gender, fire and rescue authority and role' and 'Staff headcount by ethnicity, fire and rescue authority and role' as at 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- We calculate BAME residential population data from ONS 2011 census data.
- We calculate female residential population data from ONS mid-2017 population estimates.
- Dorset FRS and Wiltshire FRS merged to form Dorset and Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Annex B – Fire and rescue authority governance

These are the different models of fire and rescue authority (FRA) governance in England. Cambridgeshire Fire and Rescue Service is a combined FRA.

Metropolitan FRA

The FRA covers a metropolitan (large urban) area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

Combined FRA

The FRA covers more than one local authority area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

County FRA

Some county councils are defined as FRAs, with responsibility for fire and rescue service provision in their area.

Unitary authorities

These combine the usually separate council powers and functions for non-metropolitan counties and non-metropolitan districts. In such counties, a separate fire authority runs the fire services. This is made up of councillors from the county council and unitary councils.

London

Day-to-day control of London's fire and rescue service is the responsibility of the London fire commissioner, accountable to the Mayor. A Greater London Authority committee and the Deputy Mayor for Fire scrutinise the commissioner's work. The Mayor may arrange for the Deputy Mayor to exercise his fire and rescue functions.

Mayoral Combined Authority

Only in Greater Manchester. The Combined Authority is responsible for fire and rescue functions but with those functions exercised by the elected Mayor. A fire and rescue committee supports the Mayor in exercising non-strategic fire and rescue functions. This committee is made up of members from the constituent councils.

Police, fire and crime commissioner FRA

The police, fire and rescue commissioner is solely responsible for the service provision of fire & rescue and police functions.

Isles of Scilly

The Council of the Isles of Scilly is the FRA for the Isles of Scilly.