



CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY

Working together to improve community safety

Corporate Plan

APRIL 2008

DRAFT

Reading the following documents will further complement an understanding of the Fire Authority's vision and performance:

Service Improvement Plan 2008/09 (SIP)

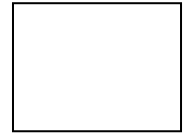
Best Value Performance Plan

Introduction by the Chairman of the Fire Authority and the Chief Fire Officer

We are pleased to present to you this our first Corporate Plan as Chairman of the Fire Authority and Chief Fire Officer, in what is the 10th anniversary of the formation of the Cambridgeshire and Peterborough Fire Authority.



Councillor Roy Pegram
Chairman of the
Fire Authority



Graham Stagg
Chief Fire Officer

The fire and rescue service nationally has seen considerable change during this period which the Fire Authority has embraced. As a result the Audit Commission, in a recent report, found Cambridgeshire and Peterborough Fire Authority to be one of the best performing authorities in the country.

This achievement is due to the significant contribution that Tom Carroll made in his six years as Chief Fire Officer and it would be remiss of the Fire Authority not to thank him and wish him well in the future. We also thank Councillor Mac McGuire for his valued contribution during his time as Chairman of the Fire Authority.

We are not complacent and will continue to improve our services and adopt a more businesslike approach. We want to make Cambridgeshire Fire and Rescue Service the most efficient and effective fire and rescue service in the country and make it the safest place to live in terms of fire safety.

The Fire Authority, as part of its annual strategic business planning process, has reviewed its vision and medium term objectives. Although the overall vision remains the same, it has also been expressed in more concise terms and directed to 'Reducing Risks – Saving Lives.' The underlying objectives and priorities reflect this change enabling the Service to move forward and meet the demanding challenges ahead.

Community safety remains an integral and vital part of our future strategy. In addition to an existing range of initiatives, the Service will continue to target its preventative resources on those who are most at risk by ensuring that appropriate safety measures are in place. This is best demonstrated in our high profile Home Fire Safety Check programme. It is a proven fact that those who live in a home with a working smoke detector are less likely to suffer the tragic consequences of fire.

In addition to protecting lives and property from fire, safeguarding the environment now plays an important role in the fire service. We recognise that our activities impact upon the environment and have a responsibility for and a commitment to, the protection of the environment.

DRAFT

There are many demanding challenges and opportunities facing the Service in the future. We will proactively engage with local, regional and national partner organisations, responding to Government legislation whilst continuing to strengthen our commitment to the community.

Cambridgeshire and Peterborough Fire Authority acknowledge the dedication and professionalism of its staff, in both operational and support roles, in its pursuit of excellence.

DRAFT

The importance of this Plan

This Plan is our strategic planning document detailing the Fire Authority's vision, medium term objectives and corporate priorities for 2008/09.

It provides an insight into the activities of Cambridgeshire Fire and Rescue Service, how resources are organised, what has been achieved and what will be undertaken in the year ahead. It is the starting point for all the Service's work programmes and forms the basis of our performance management framework.

In order to get a complete picture of the Fire Authority, its performance, progress and future plans, this document should be read in conjunction with the Service Improvement Plan 2008/09, Single Equality Scheme and Best Value Performance Plan published annually in June.

DRAFT

The Fire Authority Structure

Cambridgeshire and Peterborough Fire Authority has 17 members, 13 councillors from Cambridgeshire County Council and 4 from Peterborough City Council.

The Fire Authority meets four times a year to make decisions about the running of the Service. The meetings are held at Fire Service Headquarters, Hinchingsbrooke Cottage, Huntingdon and are open to the public.

Following a review of the Fire Authority's corporate democratic processes in 2006, a number of committees have been established. These committees report to the Fire Authority on varying aspects of the Service's performance and plans to enable Service decisions to be made. The primary responsibilities of the committees are as follows:

Policy and Finance Committee - Principal decision making body. The committee has delegated powers to determine new policies or changes in policy and to exercise financial control over expenditure within the approved revenue budgets and capital programme of the Fire Authority.

Community Safety Committee - Responsible for considering all issues relating to community fire safety, including the SIP and the national resilience fire inspection function.

Scrutiny and Performance Committee - Responsible for monitoring performance and the Fire Authority's response to audit and Comprehensive Performance Assessment (CPA) reports. Also undertakes policy reviews including Best Value.

Standards Committee - Responsible for overseeing the Code of Conduct for members and promoting and maintaining high standards of conduct.

Appointments Committee - Responsible for appointing the Chief Fire Officer and Director posts within the Fire Authority.

Performance Review Committee - Conducts the annual performance review of the Chief Fire Officer and Directors and reviews and determines their salaries.

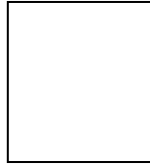
Fire Authority Discipline Committee - Hears and determines any discipline cases against the Chief Fire Officer and Directors.

Fire Authority Appeals Committee - Hears and determines appeals from decisions made by the Chief Fire Officer, Directors and the Fire Authority Discipline Committee.

Joint Consultative Committee - Consults with staff representative bodies. The committee has no decision making powers but may make recommendations to the Policy and Finance Committee or the Fire Authority.

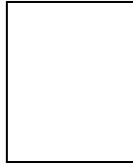
DRAFT

Members of Cambridgeshire and Peterborough Fire Authority



Cllr Pegram
Chairman of the
Fire Authority

Council: Cambridgeshire
Party: Conservative



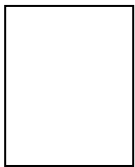
Cllr Murphy
Vice Chairman of
the Fire Authority

Council: Peterborough
Party: Conservative



Cllr Giles
Lead Member

Council: Cambridgeshire
Party: Liberal Democrat



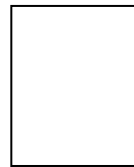
Cllr Boddington
Cambridgeshire
Conservative



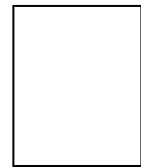
Cllr Butcher
Cambridgeshire
Conservative



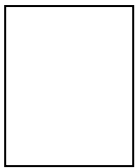
Cllr Carter
Cambridgeshire
Labour



Cllr Collins
Peterborough
Conservative



Cllr Goodwin
Peterborough
Conservative



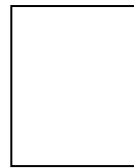
Cllr Harper
Cambridgeshire
Conservative



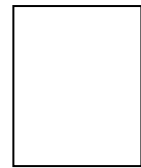
Cllr Harty
Cambridgeshire
Conservative



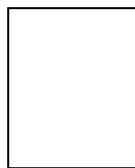
Cllr Kindersley
Cambridgeshire
Liberal Democrat



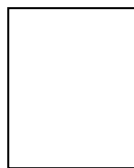
Cllr McGuire
Cambridgeshire
Conservative



Cllr Moss-Eccardt
Cambridgeshire
Liberal Democrat



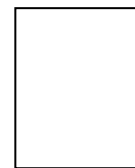
Cllr Oliver
Cambridgeshire
Conservative



Cllr Raines
Peterborough
Independent

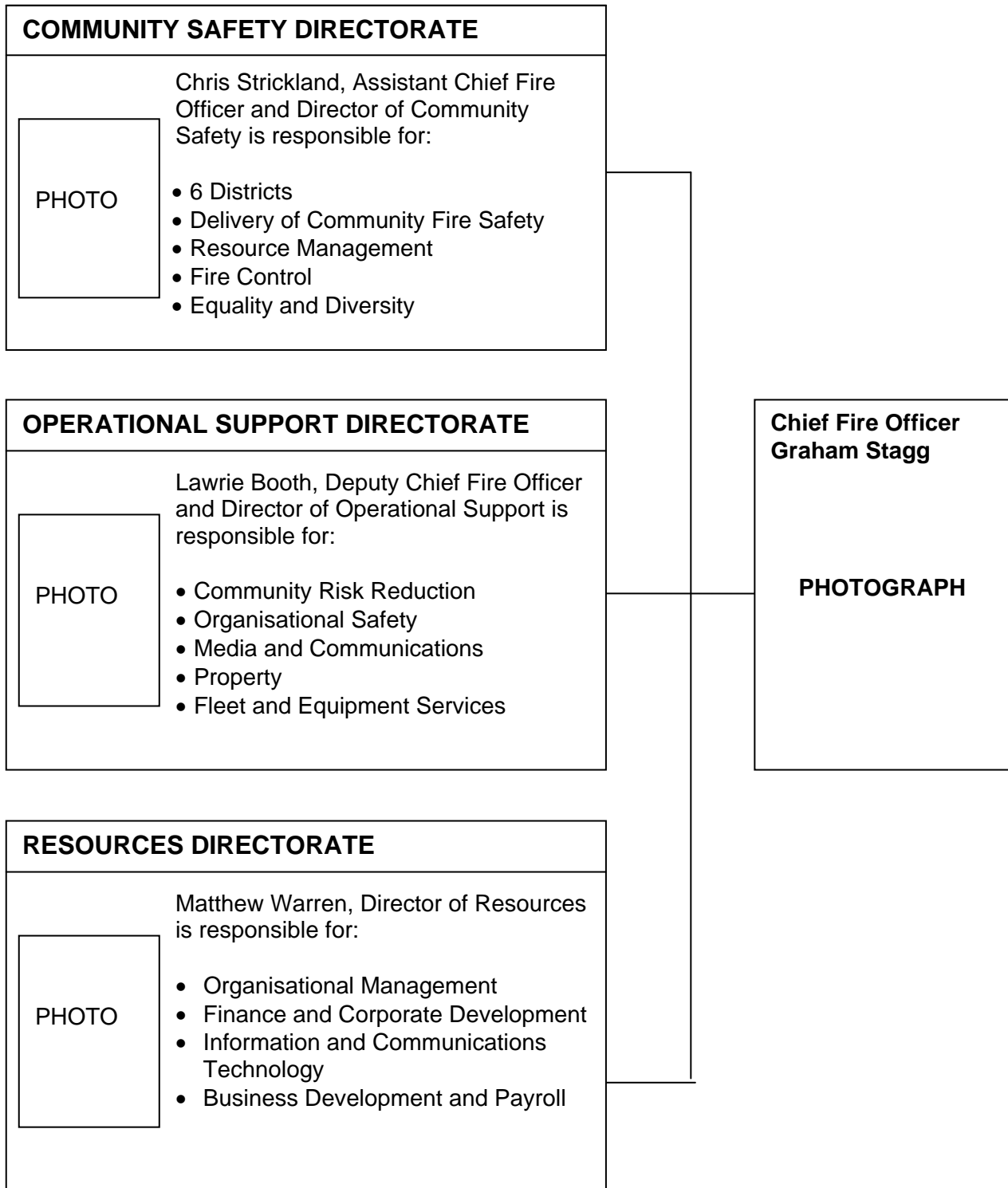


Cllr Smith
Cambridgeshire
Conservative



Cllr Williams
Cambridgeshire
Liberal Democrat

Organisational Structure - Fire Authority Directorates



Our achievements in 2007/08

Included within last year's Plan was a section entitled 'What we plan to do in 2007/08'. This provided brief details of the corporate priorities that the Fire Authority planned to undertake. The following provides an update on the key achievements.

Objective 1 – Community Safety

In consultation with employees, partners and the local community develop and provide a service that effectively communicates and delivers fire safety awareness

Reduce the number of deaths and injuries as a result of accidental dwelling fires

The reduction of accidental dwelling fires continues to be a top priority for the Community Safety Teams across the Service. Available resources have been directed towards advising and educating residents of the inherent dangers of fires within the home.

Key achievements during 2007/08 include:

- Ten target wards have been identified throughout the county as being more predisposed to having dwelling fires. Work has been prioritised enabling the Service to interact with these wards to help reduce the chances of having a fire in the home
- A concentrated programme of Home Fire Safety Checks (HFSC) has continued throughout the year involving approximately 5000 dwellings. This has resulted in the installation of 6000 smoke alarms.

Reduce the incidence of arson

Arson has always been a notoriously difficult crime to detect. This is due to the nature of fire destroying evidence and the offender's behaviour patterns making it extremely difficult to proactively target individuals.

However, the Arson Task Force (ATF) has had a great deal of success with various initiatives aimed at reducing arson related fires.

Key achievements during 2007/08 include:

- Detailed research into school fires and arson aimed at enhancing understanding for targeting resources. This has resulted in a programme aimed at educating students in target wards rather than targeting specific individuals. During 2007 there has been a dramatic fall in the number of school fires
- Well received programme of arson reduction performances in schools and colleges from the StopWatch Theatre Company

DRAFT

- Increased partnership working with the courts, media and local councils with regard to reducing residential arson. This has helped to facilitate improved crime scene practices, evidence retrieval and witness information
- Removal of combustible materials, public advertising and proactive 'hot strikes' have all contributed to reducing the number of residential fires caused by arson
- Robust reporting procedures put in place for the removal of abandoned vehicles has resulted in a reduction in vehicle fires
- Covert cameras have been purchased and successfully used in four districts to tackle stack fires and other types of arson. The cameras have increased detection rates and resulted in a reduction in the number of stack fires across the county.

Objective 2 – Use of Resources

Ensure that resources are used effectively and safely to minimise the effects of fire and other emergencies within Cambridgeshire and Peterborough

Skills Gap Analysis

The work undertaken during 2007/08 will enable the Service to achieve its aim of a new 'learning and development strategy'. This strategy will provide a complete 'one stop shop' approach to all learning and development needs and is due to be implemented during 2008. The main activities undertaken during 2007/08 include:

- Identification of the skills required from the recruit firefighter phase 1 (basic training) through to the end of phase 2 (qualified firefighter). This has been linked to the Integrated Personal Development System (IPDS) and provides managers and individuals with a framework to work to
- Completion of a competency matrix for crew, watch, station and group manager roles. These skills form part of the IPDS picture relevant to these roles and provides a clear framework for the skills development and maintenance processes
- From undertaking the above activities, it became apparent that a set structure of leadership/management skills was required to ensure employees are appropriately trained to meet their role maps. These skills have been identified and built into the Service's own leadership and management course; training for wholetime managers will be undertaken during 2008
- Development and production of a skills based process for advancement from one management level to another. The final implementation of this is programmed to link with the release of the full 'learning and development strategy' in 2008.

Firelink/FiReControl

Firelink - This is a government led initiative to procure and implement a nationwide radio system for the fire and rescue service. The Service has made good progress within this project during 2007/08.

FiReControl - The FiReControl project is a government led initiative to improve control room efficiencies by the amalgamation of existing control rooms into regional centres. During 2007/08 progress has been made within the Service and at a regional level in developing transition and resource plans. A dedicated team within the Service has been established to ensure that service needs and those of the local community are fully realised.

DRAFT

Incident Recording System (IRS)

IRS is a national project driven by the government department of Communities and Local Government (CLG).

The current fire data collection system dates back to 1994 and no longer reflects current business practice. The IRS will enable data on all incidents attended by fire and rescue services to be collected electronically and verified at source, improving the timeliness and accuracy of the current, largely manual, collection process.

The key achievements during 2007/08 include:

- Establishment of a project team, development and approval of a strategy and detailed project plan
- Identification of trainers and training programme completed by October 2007
- Identification of key end users and training programme completed by March 2008
- Collaboration working with Leicestershire, Warwickshire and CLG
- Development of strong working relationships between the project team and those end users to whom the IRS impact will be greatest.

IRS is programmed for implementation by April 2008; however it is not a corporate priority for 2008/09. However, there is still significant work for the project team to consider over this period. This includes:

- Embedding the system and providing support for users
- Reviewing the project and making recommendations for future projects
- Reviewing IRS with regard to impact, costs and improvements
- Continued liaison with CLG
- A feasibility study into producing a system unique to Cambridgeshire Fire and Rescue Service.

Objective 3 – Capacity Building

Develop and maximise existing capacity to deliver the organisation's vision, objectives, business needs and statutory obligations

Implement and further develop a performance appraisal scheme

During 2007/08 a great deal of development work has been undertaken to introduce an appraisal scheme across the whole organisation. This includes:

- The release of an Appraisal Policy and preparation of a generic appraisal briefing pack
- Securing a Management Development Programme and conducting managers briefings
- Conducting appraisals across the Service.

Further develop a performance management framework

The work undertaken during 2007/08 has largely built upon existing systems and processes to further enhance the performance management framework. This includes:

- Implementation of a more robust target setting process for Best Value and local performance indicators linked to corporate and local objectives
- Formalisation of a quarterly monitoring process reporting progress on corporate priorities linked to performance and resources
- Increased use of Fire Service Emergency Cover data (FSEC) and Mosaic (geographical browser) integrated into the planning process
- Appointment of a Programme Manager
- Development and adoption of a governance framework by which business development activities within the Service are identified, approved and controlled.

Conduct impact assessment of all activities and policies in accordance with the Equality Scheme

During 2007/08 each district and most of the corporate groups had specific equality objectives set. These focused on the completion of relevant impact assessments and developing ways of consulting and engaging with partners and the local community.

An additional objective was introduced to proactively champion diversity by challenging inappropriate behaviour. This objective was supported in some districts and groups by a programme of training aimed at recognising, preventing and managing bullying and harassment. This programme will continue for the next three years.

Comprehensive Performance Assessment (CPA)

In order to continuously measure improvement and performance in fire and rescue authorities, the Audit Commission (AC) has developed a Performance Framework Inspection Programme comprising three elements.

Service Assessment – Comprises of two elements, the operational assessment of service delivery and an analysis of performance information.

Direction of Travel Assessment – Indicates the extent of any improvement or deterioration in service since the last audit inspection. It considers the current level of service and assesses the ability to improve further.

Use of Resources Assessment – Considers how well the fire and rescue service manages and uses its financial resources. It focuses on the importance of having sound and strategic financial management to ensure that resources are available to support the Service priorities, improve service delivery and provide value for money.

The aim of the inspection programme is to enable the AC to measure improvement within fire and rescue authorities and to do this in a proportionate way by comparing all assessments. This provides a clear indication of the improvements a fire and rescue authority has made since the first CPA in 2005 where we were rated as 'good' overall.

The Fire Authority was inspected in late 2006 for all three elements. The results were as follows:

Category	Score (out of 4)	Rating
Service Assessment	3	Performing well
	3	
Direction of Travel Assessment	N/A	Improving well
Use of Resources Assessment	3	Performing well

The results show that the Fire Authority is performing well and consistently above the minimum standards. This high standard applies to all aspects of the organisation from the service delivered to the public and the commercial sector, to the way we manage the Service and how we use our resources.

During 2007, the Fire Authority was assessed on two elements of the AC inspection programme. These were Direction of Travel which included an analysis of performance data and Use of Resources. The results were:

Category	Score (out of 4)	Rating
Direction of Travel Assessment	N/A	Improving adequately
Use of Resources Assessment	3	Performing well

The results for 2007/08 show that the Fire Authority has maintained the high standard of 'performing well' for the way we manage our resources. The progress being made with regard to improvement has been rated as 'improving

Key: 1 = Inadequate performance: 2 = Adequate performance: 3 = Performing well: 4 = Performing strongly

Vision and Objectives 2008/09

The work undertaken by Cambridgeshire Fire and Rescue Service is driven by the Fire Authority's vision. Each year, as part of the annual corporate planning process, the vision and objectives are reviewed and if necessary updated.

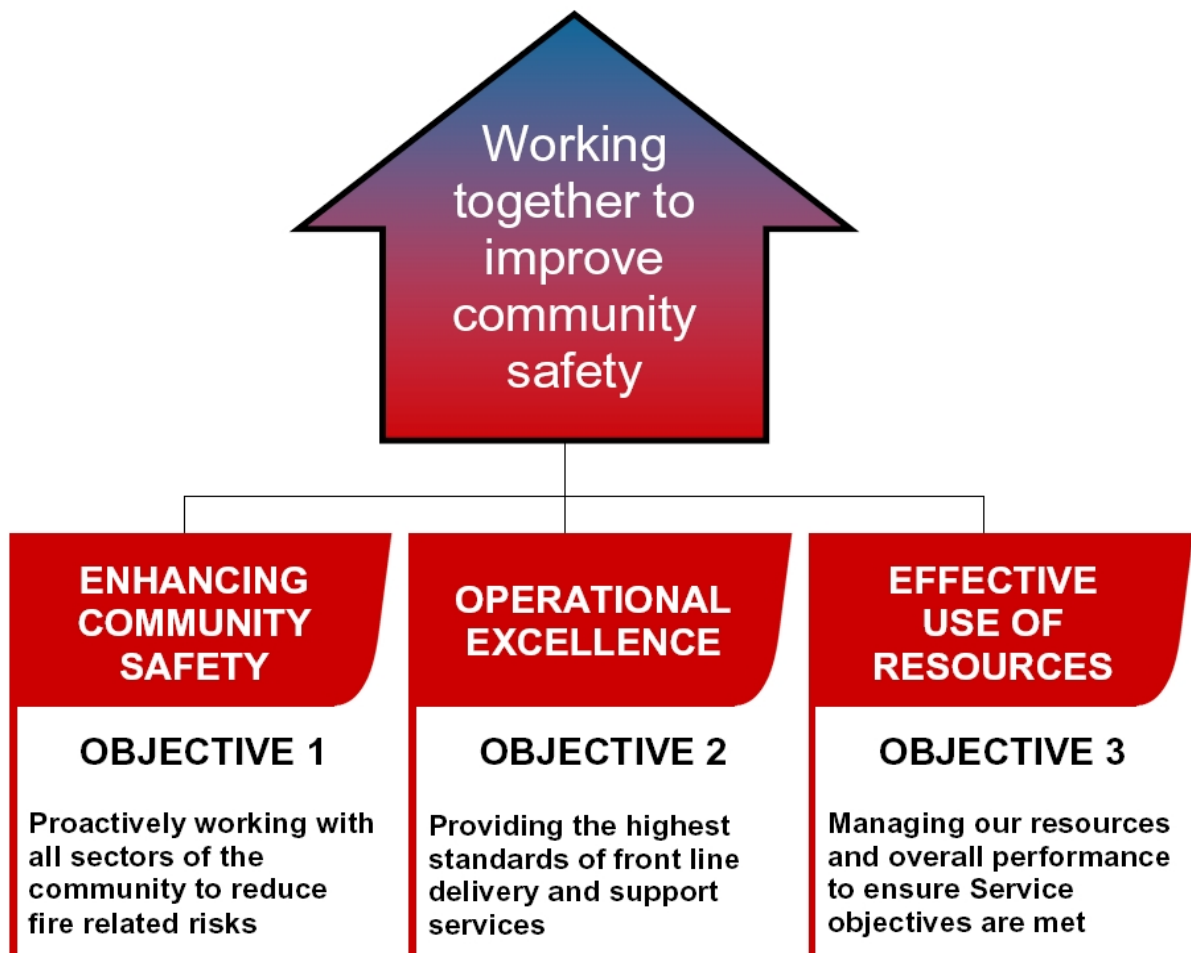
Senior managers and lead members have revisited and reinforced the Fire Authority's vision. In addition, a more concise version of the vision has been adopted which is '**reducing risks – saving lives**'.

The medium term objectives have been developed and updated to reflect the ambition and direction of the Fire Authority. These changes reflect and support our current work and provide our personnel with a common understanding of the direction we are taking. To deliver the vision the Fire Authority will direct resources and concentrate its efforts on meeting these objectives.

Cambridgeshire and Peterborough Fire Authority's Vision is:

For the Service to be a key contributor to Community Safety by proactively identifying risks and taking positive action to save lives, protect people and safeguard the environment.

REDUCING RISKS - SAVING LIVES



Reducing Risks – Saving Lives

Over the last few years one of the core responsibilities of the fire and rescue service has been preventative work to reduce deliberate fires and fire deaths. This was reflected in the Government's 2005 Public Service Agreement (PSA) target which was:

'By 2010, reduce the number of accidental fire related deaths in the home by 20% and the number of deliberate fires by 10%'

Following the Comprehensive Spending Review 2007, a new performance framework for central and local government has been introduced replacing the existing PSA targets.

The aim of the new framework is for local authorities and their partners to work more closely with the local communities to establish how local residents want their areas to change over a period of time. Local data and the results from consultation will inform the content of a Sustainable Community Strategy.

A national indicator set has been established, comprising 198 indicators which underpin the national priorities. The national priorities are made up of the following:

- A strong, healthy and just society
- Living within environmental limits
- Achieving a sustainable economy
- Promoting good governance and
- Using sound science responsibly.

The indicators will be used to measure performance in all areas over the next three years and will be implemented from April 2008.

New Local Area Agreements (LAAs) will be at the heart of the new framework. The LAA is the agreement between central government, local authorities and their partners to improve services and quality of life in a particular area, as detailed in the local Sustainable Community Strategy.

These agreements will be the only measures on which central government will performance manage outcomes delivered by local government, working alone or in partnership. The Fire Authority is actively working with the Local Authorities within Cambridgeshire to ensure the Service is represented and contributes to the LAA.

There are now two national indicators that directly relate to the fire and rescue service.

- Arson Incidents
- Number of primary fires and related fatalities and non-fatal casualties.

DRAFT

While many LAAs may not include a target against one or both of these indicators, the work carried out by the fire and rescue service in these areas, taken forward with partners, will contribute directly to achievement against a range of other indicators. This is likely to include improving the safety of children and young people, reducing crime and anti-social behaviour and reducing fatalities in road traffic collisions.

Contributing to the wider Sustainable Community Strategy means fire prevention remains a core part of the everyday business of Cambridgeshire Fire and Rescue Service.

The initiatives and activities that will be undertaken by the Service during 2008/09 are detailed within the Community Risk Reduction Strategy and include the following:

- Further development of partnership working strategies (to include the elderly and vulnerable)
- Further development of training packages aimed at children and young people
- Arson reduction initiatives
- Improved statistical analysis to enhance performance information.

Improvement Planning – Medium term corporate priorities

Effective strategic planning is essential to drive an organisation forward.

As part of the Fire Authority's annual corporate planning process lead members and senior managers discuss and consider the internal and external influences on the Fire Authority. These include audit results, the National Framework, legislation, regional and local requirements, proposals from the Service Improvement Plan (SIP), outcomes from consultations and performance.

A risk-based approach is used to consider these influences and determine what business development activities will result in real benefits to front line delivery. Risk management is vital to effective decision making as, like many public services, a significant challenge faced by the Fire Authority is how to prioritise and allocate the scarce resources between the many compelling business development opportunities.

The business development activities are risk assessed, prioritised and organised into different project types. The approved projects are adopted as the Fire Authority's medium term corporate priorities.

The corporate priorities for 2008/09 are as follows:

Type 3 Projects – Strategically important, high level of risk and could be mission critical	
Training and Development Implementation of the training strategy	Safe systems of work - to include: <ul style="list-style-type: none"> • Health and Safety • Incident Command • Breathing Apparatus and fire behaviour training • New Dimensions Training • Driver Training • Working at height Learning and Development - to include: <ul style="list-style-type: none"> • Introduction of the next generation IPDS recording system.
Review of Resources	To include: <ul style="list-style-type: none"> • A review of shift patterns (SIP Proposal 5) • Feasibility study into the introduction of new Heavy Rescue Vehicles (SIP Proposal 1) • Feasibility study into the improved usage of retained personnel (SIP Proposal 4).
Parkside Development	Redevelopment of Cambridge Fire Station. Sourcing and development of a training facility.
Firelink/FiReControl	Procurement and implementation of a nationwide radio system and the amalgamation of existing control rooms into regional centres.
Premises Risk Information Database (PRiD)	Development of a software solution to record and report on all relevant information relating to known premises within the Service's geographical area.

Type 2 Projects – Non mission critical, medium or low level risk	
Geographical Information System (GIS)	Replacement of the current GIS.
Environmental Strategy	Implementation of an Environmental Strategy.

Type 1 Projects - the work involved is considered to be ‘business as usual’ or can involve an initial feasibility study	
Performance Management	Further development of the Management Development Programme.
Performance Appraisals	Embedding of appraisal scheme and co-ordination of development planning.
Equality	Further development and embedding of existing plans. Development of a single Equality Scheme to bring together all previous equality action plans.

All projects will be managed at a level relative to the risk to the Fire Authority. In addition, programme management has been introduced to ensure that the projects are governed and managed at a corporate level.

The following pages provide a brief overview of the project work that will be undertaken and links the corporate priorities to the Fire Authority objectives.

Objective 1 – Enhancing Community Safety

Proactively working with all sectors of the community to reduce fire related risks

Premises Risk Information Database (PRiD)

Accurate information relating to specific risks/premises within the Service’s geographical area is essential to enable fire crews to carry out their duties safely. This information is currently available on various databases and development work has been undertaken over the past two years to improve the available software.

This project has been formally adopted as a corporate priority for 2008/09. The aim is to develop a software solution with supporting processes to record and report on all relevant and useful information relating to known premises throughout the county.

DRAFT

Specific activities will include:

- Development of a premises and risk information database
- Development of the required processes to gather and record all relevant data
- Integration with third party applications, where applicable
- Production of reports required by internal service users and external organisations
- Provision of training and support to service users.

Equality

During 2008/09 the development of a single Equality Scheme will bring together all the existing equality action plans and direct the district and group plans and targets over the next three years. Key activities for 2008/09 include:

- Continued development of monitoring systems to assess the impact of the Fire Authority's services on different community groups
- Improved engagement and consultation with the community, working with partners where possible
- Development of more relevant equality performance indicators and monitoring mechanisms
- A review of procurement processes and partnership working to ensure these reflect all six equality strands
- Continue to identify and meet the training needs of staff
- Contribute to regional positive action initiatives aimed at increasing the diversity of the Fire Authority's workforce.

By undertaking these activities it will enable the Fire Authority to achieve Level 4 of the Local Government Equality Standard by March 2009/10.

Objective 2 – Operational excellence

Providing the highest standards of front line delivery and support services

Training and Development

The outcome of this project will provide a three year plan detailing how and when Cambridgeshire Fire and Rescue Service personnel will be trained and developed to enable them to meet their core skills and the challenges of the changing role of the fire and rescue service.

Training and development will be designed, delivered and measured against the requirements of the job linked to role maps and occupational standards where appropriate. Individual progress will be assessed through the Service appraisal scheme.

The outcome of work activities undertaken as part of the project will be the development of the Fire Authority's training strategies, policies and training programme. This will result in the best use of resources and a competency based framework to ensure the health, safety and welfare of all personnel and the communities served by the Service.

Review of Resources

This project will include the following:

- **Review of shift patterns**

This piece of work will involve a detailed review of work routines, shift systems and working practices. Firefighters and representative bodies will be involved to challenge existing practices and explore options with a view to increasing overall work output and improve attendance times.

- **Feasibility study into the introduction of a new Heavy Rescue Vehicle and the future use of the rescue vehicles**

Over the last two years the road traffic collision rescue capability on appliances has been greatly improved which has altered the use of the specialised rescue vehicles. A feasibility study will be undertaken to review rescue operations and explore how the Service can deliver the most effective and efficient rescue response.

- **Feasibility study - Improved usage of retained personnel employed at Strategic Response Stations and the provision of alternative support engines where appropriate**

This study will explore options to improve the utilisation of retained personnel across the Service. In addition, the introduction of smaller, purpose built support engines at identified stations across the Service will be investigated.

DRAFT

Firelink/FiReControl

Firelink

The Firelink project will continue over the next two years and is divided into three phases.

Phase A - will involve the installation of the Airwave Infrastructure and the fitment of radios to fire control and a small number of fire service vehicles. This will allow system testing and interoperability.

Phase B - will involve the fitting of radio sets into all fire service vehicles.

Phase C - will involve the fitting of mobile data terminals in fire and rescue appliances.

Phases A and B will commence during 2008. Completion of the project (Phase C) is expected in 2009.

FiReControl

The East of England Regional Control Centre (RCC) is scheduled to be fully operational by late 2011.

This national project is controlled on a regional basis through a Regional Board, Project Board and Regional Project Manager. In addition, the Fire Authority has established a dedicated Project Implementation Team (PIT) to ensure convergence and transition to the RCC is carried out effectively within Cambridgeshire Fire and Rescue Service.

During 2008/09 work will continue, both at a local and regional level, in developing transition and resource plans. Members of the PIT will be responsible for managing regional workstream activities at a local level and contributing to the communication with and support of stakeholders within their remit.

DRAFT

Objective 3 – Effective use of resources

Managing our resources and overall performance to ensure Service objectives are met

Parkside Development

Cambridge Fire Station is in need of extensive modernisation and alteration as it is expensive to run in terms of utility costs and maintenance requirements. This redevelopment involves working in partnership with a property developer to provide residential units and a brand new fire station.

Extensive preparatory work has already been undertaken for this redevelopment. The project has been formalised and adopted as a medium term corporate priority and has a dedicated Project Manager to oversee the work.

The redevelopment of the site will involve the following stages:

- Closing down existing facilities and moving to a temporary station
- Providing temporary facilities for the duration of the rebuild
- Closing down temporary facilities on completion of rebuild and arranging to move to the new station
- Sourcing and fitting out a training facility.

During 2008/09 the project work will focus on the closing down of Cambridge Station and the move to temporary accommodation.

Geographical Information System (GIS)

The GIS within the Service has been in place for several years and is due for a review. GIS is essential for the provision of vital service data including incident mapping and analysis and HFSC planning and analysis.

Prior to this review taking place the Service has also reviewed and replaced the Gazetteer system as there is a need for the GIS and Gazetteer to integrate.

The work undertaken for the GIS project to date includes a review of the current system and development of a detailed business case.

During 2008/09 the following activities will be undertaken:

- Preparation of a detailed specification
- Appraisal of options
- Managing a tendering process
- Procurement of a GIS system
- Phased 'roll-out' and embedding of new system.

DRAFT

Environmental Strategy

In addition to protecting lives and property from fire, safeguarding the environment is now a vital role of the fire and rescue service which is reflected in the Fire Authority's vision.

An Environmental Strategy was developed and agreed in October 2007 and focuses on demonstrating the Fire Authority's commitment to minimising the impact of the Service on the environment over the next three years.

The project work undertaken during 2008/09 will focus on the following:

- An Eco Audit – risk assessment of all existing and proposed activities, procedures and policies to establish their relevance and potential environmental impact both now and in the future
- Individual risk assessments – in each area/group to formulate underlying action plans to establish a platform from which an efficient and effective Service Environmental Risk Assessment can be developed.

Performance Management

The work activities in 2008/09 will focus on the Management Development Programme. A training programme will be delivered to help managers develop the 'soft' skills required for effective performance management. In addition, managers and staff will be receiving support and guidance on the effective use of the revised capability process.

Performance Appraisals

During 2008/09 the Service will focus on improving the qualitative standard of the appraisal scheme. Further development work will be undertaken on co-ordinating succession planning, continuous personal development (CPD) and Fire Authority objectives.

Performance Measures

Effective organisations must have robust systems in place to enable them to measure and improve performance. It is vital that strengths and weaknesses are identified in a timely manner to take remedial action that may be required or to secure opportunities for improvement. Performance indicators, standards and targets play a vital role in performance management.

Relevant local performance indicators linked to challenging targets are essential to track and measure progress and performance. The Service will continue to develop performance measures to ensure meaningful and accurate information is available and used to improve Service performance.

Audit and Review

It is essential that the annual corporate plan is flexible to allow for changing priorities that may occur. The Service conducts quarterly management reviews to report progress on corporate priorities together with updates on resources, budgets and Service performance. The findings obtained through audit and monitoring, project and programme management allow the re-prioritisation of resources, where necessary, to ensure the delivery of the Fire Authority objectives and ultimately, its vision.

We hope that you find this Corporate Plan easy to read and informative and goes some way towards explaining and clarifying the Service's direction and priorities.

A summary of this document is available in Braille, large print, audio tape and different languages. For a copy please ring 01480 444646 or send an email to the address below:

Streszczenie tej ulotki jest dostępne w różnvch językach . Po kopię zadzwoń pod numer telefonu 01480 444646 lub wyślij e-mail do

اس کاپی کا عامہ شہت زبانوں میں دستیاب ہے۔ اس کاپی کی نقل حاصل کرنے کیلئے برائے مہربانی 01480 444646 پر فون کریں یا نل کے پتے پر ای میل کریں:

Um resumo deste folheto está disponível em diversos idiomas. Para obter uma cópia, por favor ligue para: 01480 444646, ou envie um e-mail para:

Краткое изложение данной брошюры имеется на различных языках. Для получения копии, пожалуйста, звоните по телефону 01480 444646 или посылайте электронную почту по адресу

এই প্রচারপত্রটির একটি সার-সংক্ষেপ বিভিন্ন ভাষাতে পাওয়া যায়। একটি কপির জন্য দয়া করে 01480 444646 নম্বরে ফোন করুন বা information@cambsfire.gov.uk ঠিকানায় ই-মেইল করুন।

本小册的概要有不同语言的版本。若您欲索取，请拨打 01480 444646 或发邮件到以下邮箱：

ਇਸ ਕਿਤਾਬਚੇ ਦਾ ਸੰਖੇਪ ਵਖਰੀਆਂ ਬੋਲੀਆਂ ਵਿਚ ਉਪਲਬਧ ਹੈ। ਇਕ ਕਾਪੀ ਲਈ ਕਿਰਪਾ ਕਰ ਕੇ ਨੰਬਰ 01480 444646 ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਇਸ ਪਤੇ ਤੇ ਈ-ਮੇਲ ਕਰੋ

کورتہی نهم نامیلکە یە بە زمانى جۇراو جۇرى جیبا دەست دەکە ویت . بۇ داواکردنى کۆپپەکی نەمە تکایە تە لەه فون بۇ ژمارە 01480 444 646 بکە وە یان ئیمەیل بکە بۇ

information@cambsfire.gov.uk