

2008/09 SERVICE IMPROVEMENT PLAN



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

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1. INTRODUCTION

We now benefit from over four years experience of the Integrated Risk Management Planning (IRMP) process and our draft plan for 2008/09 and beyond represents the fifth evolution in changing the way we reduce risk in the community, and how we measure our performance. In recent years we have seen the introduction by the Audit Commission of a national inspection regime for the fire and rescue service based on the Comprehensive Performance Assessment (CPA) system used to assess local authorities. Comprehensive Performance Assessment provides each fire authority with a baseline for improvement. It also provides local people with a picture of performance, and a means to identify and deal with areas that require further development. High performers benefit from increased freedoms and flexibilities to support further innovation and excellence in service delivery.

Effective corporate governance in terms of leadership and performance management, and a good understanding of the needs of the local community, are key characteristics of high performing authorities. Corporate assessment is therefore central to CPA focusing on, and testing, the capacity of the Authority to:

- Derive and deliver against national, regional and local priorities;
- Lead and manage performance;
- Work effectively with partners and the community; and
- Make best use of resources and workforce skills.

The Government's aims in the introduction of integrated risk management planning are in complete accordance with our aims as a Fire Authority. They include:

- Identifying existing and potential risks to the communities of Cambridgeshire and Peterborough.
- Evaluating the effectiveness of the current prevention, protection and response arrangements.
- Identifying opportunities for improvement to determine policies and standards for prevention, protection and response.
- Determining resource implications to meet agreed policies and standards.
- Identifying arrangements for implementation audit and review.

The desired outcomes will be:

- A reduction in the number of fires and emergency incidents occurring.
- A reduction in the loss of life and the severity of injuries occurring in fires and other emergencies.
- A reduction in the commercial, economic and social impact of fires and other emergency incidents whilst safeguarding the environment.
- A better value for money service for local communities.

As a public service we are well versed in the need to deliver an efficient, effective and economically viable service and so this plan represents an integral part of our long-term corporate planning process.

In recent years central government has removed prescriptive guidance for fire authorities replacing it with a broader national framework that allows individual fire authorities to determine their own local standards for prevention and response to emergencies, which now include emergencies other than just fires. This is the purpose of the Government's requirement that every Fire Authority develop an Integrated Risk Management Plan to integrate all aspects of their service delivery, using risk management principles, in order to make better use of fire service resources. This will be achieved by making an informed assessment of the risks in our area and the best ways to manage them, dealing with prevention, protection and response in that order.

2. PREVENTION, PROTECTION, RESPONSE

2.1 Prevention

The 1995 Audit Commission Report 'In the Line of Fire' highlighted the need for fire and rescue services to reduce response activity by refocusing resources on the prevention and protection of the community from the effects of fire. During recent years this guidance has been supplemented by a number of other more detailed reports giving advice on strategic change and aimed at providing a new culture of Prevention, Protection and Response. In 1999, and in direct response to the advice, the Fire Authority approved funding for a dedicated Community Fire Safety Advisor and recruited a central team to develop policies aimed at supporting delivery of this function at local level. This principle was later advanced by the dispersal of team members to work directly to District Managers with the Community Fire Safety Advisor retaining a central support role as part of the Community Risk Reduction Group. As such, prevention work now represents one of the main objectives of our organisation and manifests itself in a number of activities, including:

- Targeting community safety education at schoolchildren as part of the core curriculum.
- Fitting free smoke alarms in vulnerable areas of the community.
- Carrying out Home Fire Safety Checks.
- Working with partner agencies in arson reduction forums.
- Improving our fire investigation techniques.
- Supporting national fire safety campaigns.
- Encouraging the use of domestic sprinkler systems.
- Working with other agencies in the identification and removal of abandoned vehicles.

Although a considerable amount of work has already been undertaken to develop our links with other Local Strategic Partners on a countywide basis this now needs to be expanded to improve relationships at a more localised level. This is an extremely important part of the evolving process of de-centralisation and the alignment of services to match local needs within the boundaries of the six District and City Councils in Cambridgeshire and Peterborough.

2.2 Protection

The fire and rescue service has a statutory responsibility under a number of pieces of legislation for ensuring the safety of the public in places of work, public buildings and places of entertainment. This role includes regular inspection and enforcement duties over a wide range of premises by qualified specialist fire officers. In recent years the fire service had become increasingly aware of the need to address issues of fire safety in the home where the vast majority of fire deaths and injuries occur. Until recently, no

statutory duty to undertake this work existed, however, Section 6 of the Fire and Rescue Services Act 2004 strengthens this initiative by providing a statutory requirement for fire authorities to promote fire safety.

As part of the Governments' commitment to reduce death, injury and damage caused by fire, it has undertaken a fundamental change in fire safety law. The changes were designed to make the law easier to understand and to comply with. These changes, which came into effect in October 2006, apply across England and Wales and affect all non-domestic premises.

The main emphasis of the changes is to move towards fire prevention. Under the new rules the 'responsible person' for each premises is required to carry out an assessment of the risks (risk assessment) of fire and take steps to reduce or remove the risk. The risk assessment should take into consideration the effect a fire may have on anyone in or around the premises and needs to be kept under regular review.

We have 21 Fire Safety enforcement officers working within the six district areas. These officers carry out a wide variety of tasks from routine inspections and investigation of complaints from members of the public or partner agencies to statutory duties such as consulting with local authorities on planning applications. The varied nature of the county and the degree of local development often influences the workloads of individual districts. Within Cambridge, for example, officers have to deal with complex and innovative building projects that often span many years and involve high-tech fire safety solutions.

2.3 Response

Cambridgeshire Fire and Rescue Service has 28 fire stations available to respond, 7 crewed by full time firefighters and 20 crewed by retained firefighters. The remaining station is that of Peterborough Volunteer Fire Brigade (PVFB). This station is a separate entity from Cambridgeshire Fire and Rescue Service and is unique as volunteer brigades are generally found in remote rural areas and rarely if ever found in a city environment. The Service's administration, corporate and support functions are located primarily at its Headquarters in Huntingdon. During 2003 the Service restructured and aligned itself with the six district/city council boundaries grouping its fire stations into recognisable district areas. This helped the Service in identifying local needs, supporting local activities and becoming more involved with community safety groups and Local Strategic Partnerships (LSPs). Since that date the role of the districts has been strengthened with greater assistance from the various headquarters-based support groups and more autonomy for local District Managers.

2.4 Comprehensive Performance Assessment (CPA)

We have now been subject to two inspections under the CPA audit process. The first process in 2005 focused on Corporate Assessment and looked at how the service is managed by the Fire Authority and the Senior Management Team and resulted in the award of a 'Good' rating. The second process in 2006 focussed on the day to day running of the service and concentrated on three areas:

- Use of Resources – did we show value for money?
- Direction Of Travel – is the service actually improving?
- Operational Assessment of Service Delivery – how good is the service we deliver to the community?

The Audit Commission rated our performance as follows:

- Use of Resources **Good**
- Direction Of Travel **Improving Well**
- Operational Assessment of Service Delivery **Good**

Whilst pleased with the ratings we received, we clearly want to aim at an **Excellent** rating and this plan sets out how the service we deliver can improve. Changes proposed are aimed at improving the efficiency and effectiveness of our available resources and are likely to take around two years to put in place.

3. WHAT WE DID IN 2007/08

Summarised below are some of the proposals worked on since approval of the 2007/08 Service Improvement Plan in May 2007. A brief commentary is made on the outcome of the work to date and where it links to this plan.

In 2007/08 we:

- Prioritised our statutory fire safety inspection work in order to support our enforcement role under the Regulatory Reform (Fire Safety) Order 2005 This work continues and is linked to one of the proposals in this years plan;
- Ensured that our fire safety awareness programme was directed at those persons that are most at risk. Again we will continue with refining our targeting to make the most effective use of our resources;
- Researched the feasibility of combined aerial and pumping appliances at Stanground and Cambridge Fire Stations. Orders have been placed and we are in the process of introducing these vehicles, there is some work that needs to be completed and forms part of this plan;
- Improved the type of equipment that we provide to rescue people from road traffic collisions. At least one fire engine on each of our stations is now equipped with state of the art heavy rescue equipment for use at road traffic incidents;
- Reviewed the method of providing standby crews at fires and other incidents after the emergency phase has passed; this work is still in progress
- Reviewed the timing and content of training sessions for retained fire fighters; this was carried out and the improvements predicted were not significant enough for this to proceed
- Reviewed the current provision of rescue capability at Peterborough, Huntingdon and Cambridge; there is a proposal in this plan to consider improving the capability and range of the central rescue vehicle and to consider the future of those at Cambridge and Peterborough
- Reviewed rest arrangements for fire-fighters undertaking night shifts in order to mitigate any detrimental effects on operational response times; this proposal requires further detailed work and consultation with representative bodies and forms part of this plan.
- Reviewed the use of the shift system utilised at St.Neots, Ely and Wisbech Fire Stations to ensure that optimum use is made of fire-fighters time; there are measurable improvements to be made in attendance times, however further work needs to be carried out to ascertain what other

aspects of service delivery would be impacted by changing the working day; this forms part of the proposals in this plan

- Reviewed the options for providing a more cost effective operational response from the Burwell and Swaffham Bulbeck fire stations by replacing those stations with one fire station; this proposal would provide only a marginal improvement and would require significant investment to achieve.
- Researched an improved operational response in Peterborough by improving the performance of Peterborough Volunteer Fire Brigade; this work identified a range of potential improvements that now need to be discussed and negotiated with the Peterborough Volunteer Fire Brigade.
- Collaborated with Bedfordshire Fire and Rescue Service to identify options for providing a more cost effective operational response for Gamlingay. The outcome of this work is linked to the catastrophic floods in other regions; we needed to reconsider the impact of national mutual aid and larger, more complex and protracted working. Therefore strengthening strategic support is a proposal in this plan.

4. WHAT WE WILL DO IN 2008/09 AND BEYOND

Building on the reviews and research carried out in 2007/08 we aim to start addressing a number of areas in 2008/09 and beyond. In common with Fire Authorities around the country, we are working on risk management plans to develop services, reduce risk and improve response cover. Effective solutions to these issues will require detailed research and complex analysis of the findings.

The proposals put forward in this plan are based on modelling studies undertaken for the Fire Authority by senior officers and two firms of consultants, ORH Ltd, a management consultancy based in Reading, and WorkPlace Systems PLC based in Milton Keynes.

ORH Ltd have developed optimisation and modelling techniques specifically for fire service application that have been used to identify and test effective changes to station configuration, crewing and the deployment of appliances. These techniques have been applied and combined with a detailed analysis of the current service profile.

We have already looked at the location, number and type of vehicles we may need in the future and WorkPlace Systems PLC have carried out a detailed review of the different systems we could employ to crew those vehicles. We have a range of proposals for 2008/09 and beyond that can be broadly grouped under **three** main areas of activity.

- 1. Improve Operational Capability.**
- 2. Make More Effective Use of Retained Duty System/Volunteer Fire Stations.**
- 3. Further Improve the Efficiency and Effectiveness of our People.**

5. IMPROVING OPERATIONAL CAPABILITY

5.1 Combined Aerial Rescue Pumps (CARPs) and Heavy Rescue Capability

Fire appliances have traditionally carried ladders to enable firefighters to work at heights up to the third or fourth floors of conventional buildings. Where greater reach needed we have used aerial appliances known as Turntable Ladders (TTLs), crewed by two firefighters. We have two such appliances, one based at Cambridge and the other at Dogsthorpe in Peterborough.

Whilst it is important to have this extra height capability our research has found that the TTLs are used very infrequently. Advances in technology have now produced a hybrid vehicle that combines the same capacity of a conventional fire appliance with the height capability of a Turntable Ladder. They are called Combined Aerial Rescue Pumps or CARPs and provide a turntable ladder mounted on a conventional fire appliance chassis with the benefit of a six-person crew cab. Further work needs to be completed to finalise the crewing arrangements for these vehicles. The introduction of CARPs is already underway and orders for two of these vehicles have been placed with the manufacturer.

However, we do not wish to address the issue of CARPs in isolation as it also impinges on the service's rescue capability and issues of crewing. A 2004 review of special services (a term we use to describe those incidents such as road traffic collisions and rescues other than those involving fires) showed that there was very little call on the rescue vehicles between midnight and the early morning rush hour. There was a recommendation to take two of the three appliances out of service during these hours; however Fire Authority members were not content that this move was warranted and recognised that it was also incompatible with proposed crewing arrangements for the TTLs.

The 2004/05 plan proposed the introduction of heavy duty hydraulic rescue equipment on front line fire engines and this project is now complete, with at least one fire engine one each of our stations having this kit. It was recognised that the introduction of higher quality rescue equipment there would be a reduced reliance on our three Rescue Vehicles based at Cambridge, Huntingdon and Peterborough. We are now in a position to review the use of these vehicles in more detail with a particular view to improving our heavy rescue capability and are considering the introduction of a Heavy Rescue Vehicle at Huntingdon. These changes in the operational vehicle fleet throw up changes in the numbers of personnel required. We will also need to review the current Rescue Vehicles to see how we can redeploy those rescue capabilities that are designed to deal with incidents other than road traffic collisions.

Proposal 1

To explore, in conjunction with wholetime personnel and representative bodies, the feasibility of the introduction of a new Heavy Rescue Vehicle whilst maintaining the resilience and timeliness of specialist rescue support across the service area, including cross border working.

5.2 Improved Incident Command Training

Effective command of emergency incidents requires the capability to manage and co-ordinate people, policies and procedures. This expertise is especially important when considering a national response to a major emergency. Fire services throughout the country have been supplied with a range of specialist vehicles and equipment to enable them to respond to major emergencies such as terrorist attacks or natural disasters such as widespread flooding.

The Chief Fire Officer's Association (CFOA) has developed an incident command system framework to enable a consistent application of the system at catastrophic level incidents and in conjunction with other emergency services and aid agencies. This will lead to a national Integrated Emergency Management model that ensure that fire and rescue service systems harmonise fully with other emergency responders' arrangements and outline the competences against which all participants will be developed and trained. We will need to ensure that our Incident Commanders are fully trained and proficient in the new procedures and systems.

Proposal 2

To enhance and expand the current training regime for Incident Commanders and Incident Support Staff to improve the management of emergencies and satisfy the needs of national response frameworks.

5.3 Introduction of Additional Fire Safety Officers

New fire safety rules affecting all non-domestic and business premises in England and Wales came into force on 1st October 2006. The rules require that a responsible person carry out an assessment of the risk of fire in the premises. The risk assessment needs suitable and sufficient and central government has produced a number of guides to assist owners and occupiers in this task. This new rules signal a fundamental change of approach to fire safety legislation placing the onus back on to the owner or occupier to be legally compliant and places the fire service in far more of a 'policing' role than under the previous legislation. The fire service will still offer advice but it will not carry out the risk assessment.

Clearly, high risk premises such as those where sleeping risks are present will still be of concern to the fire service and will receive regular checks. The tragic loss of life in the hotel fire in Newquay in August of this year underlines the need for constant vigilance in high risk premises. The validation of a fire

risk assessment is not a straightforward 'tick-box' process. The legislation is not prescriptive about the methods used to mitigate the risk of fire and many different approaches may be used to equal effect. As such, our fire safety officers need to possess an in-depth grounding in fire safety techniques and a level of expertise that goes beyond simply checking against some form of 'model answer'.

Equally well, this change of emphasis to the owner or occupier does not mean that the workload of the fire service has reduced. One of our key performance indicators that monitors the number of fires in non-domestic premises (BV207) has shown a steady increase in recent years. Whilst we have been very successful in our prevention activities in domestic dwellings we clearly need to address this rise in non-domestic fires.

There are a considerable number of additional premises now subject to fire safety legislation enforced by the Fire Authority, and we have a number of fire safety officers who are due to retire in the next three years. Thus there is a need to both quantify the magnitude and scope of future enforcement policy and put in place effective arrangements to maintain the experience and competence of our officers.

Proposal 3

The introduction of a 'mobile' team of three qualified Fire Safety Officers for a period of three years to undertake a proportion of the 'non-localised' fire safety workload (complaints, investigations, prosecutions, etc) in order to allow district-based fire safety teams deal with specific local issues.

6. MORE EFFECTIVE USE OF RETAINED DUTY SYSTEM and VOLUNTEER FIRE STATIONS

6.1 Potential amalgamation of Swaffham Bulbeck and Burwell Fire Stations

Cambridgeshire Fire and Rescue Service has 28 fire stations located throughout its area of responsibility, four wholetime, three day crewed, one volunteer and twenty retained. Some stations are far busier than others, however, because fire cover is based on a countywide model and not just localised, the quieter stations are equally as important as they back up the busier stations and provide support where needed. This level of resilience is all the more important now with the requirement to support a national response to terrorist attacks or natural disasters.

It is possible therefore to view these fire stations in some form of hierarchy and designate them as Local Response Stations, District Support stations and Strategic Support Stations, depending on their status and location. Local and District Response Stations would essentially deal with the day to day workload of the service with the Strategic Response Stations providing the resilience and support in depth.

The need for this level of resilience has been underlined by the support we provided, along with other fire services, to the endangered Ulley dam in South Yorkshire and flooded areas of Gloucestershire in June and July 2007. A number of personnel and appliances were mobilised as part of a national response and were away from their stations for several days. We need ensure that any such mobilisation does not adversely affect our ability to deal with local incidents.

Both Swaffham Bulbeck and Burwell fire stations operate on the retained system, that is to say that they are crewed by firefighters living in the local community who respond by pager when required. Operational demand on both stations is low with both stations averaging less than one call per week. The availability of sufficient crews at both stations also varies with Burwell being available with sufficient crew members for 98.4% of the time and Swaffham Bulbeck being available with sufficient crew members for 58.3% of the time. The stations are also located geographically close to each other, with just over three miles travel distance between them. Intuitively, it would appear better to close both stations and open a new station at some mid point between them, such as Swaffham Prior.

In last year's plan we undertook a review to explore the feasibility of amalgamating these two stations to a location part way between the two. The analysis has shown that there is little in the way of positive benefits to be gained by closing these two stations and the establishment of a new station at Swaffham Prior. Indeed such a move may affect the levels of resilience within the county and therefore the Authority will not proceed with this proposal, looking instead to try and increase the utility of both these stations.

6.2 More Cost-effective Use Gamlingay Fire Station

One of the quietest stations in terms of its contribution to overall fire cover is Gamlingay in South Cambridgeshire. Additionally, two other stations are located just over the border in Bedfordshire – Potton and Sandy. The previous Integrated Risk Management Plan looked at improving the cost-effectiveness of Gamlingay (including potential closure) and on our behalf ORH Ltd carried out a review of the effects of closing Gamlingay fire station. The results indicated that the fall in performance as a consequence of closure (i.e. the station's impact on fire cover) would be minimal as a result of the low demand rates.

The analysis has shown that there is little in the way of positive benefits to be gained by such a move and, as with Swaffham Bulbeck and Burwell, such a move may affect the levels of resilience within the county. Therefore the Authority will not proceed with the closure of Gamlingay, looking instead to try and increase the utility of this station.

6.3 Provide an improved response from the Peterborough Volunteer Fire Brigade (PVFB) site.

ORH Ltd has carried extensive modelling of a variety of options that have demonstrated some potentially significant improvements in attendance times to emergencies in the Peterborough area. Additionally, because of the Fire and Rescue Services Act 2004 the role of the Fire and Rescue Service has developed considerably and there is a need to re-negotiate the agreement that Cambridgeshire Fire and Rescue Service has with the Peterborough Volunteer Fire Brigade and we are now in a position to enter into detailed discussions with the PVFB Trustees to explore the feasibility and desirability of the options.

6.4 Provision of Alternative Support Appliances

We have 38 fire engines that operate out of 28 stations. Each fire engine has a crew of 4, 5 or 6 firefighters and there is an ongoing difficulty in recruiting and retaining sufficient people on the Retained Duty System (RDS) to keep them available throughout the day. The 10 stations with more than one fire engine have a varied record of maintaining the availability of the second vehicle, which will often be taken out of service despite a limited number of firefighters being available. With the development of modern fire engines there are options that can allow for a smaller, but nonetheless capable fire appliance to be provided that could be used for smaller incidents, or to back up the first fire engine. These appliances have been used successfully in other areas of the UK and we intend investigating their use, initially as support appliances at our multi-engined RDS stations.

6.5 Use of Strategic Support Fire Stations

It is clear from the evidence that the closure or amalgamation of the quieter stations in the county, (termed strategic support stations), produces only marginal benefits at best. As such, we would like to explore the better use of these stations for standby, national response outside the county, cover moves, operational support and relief moves. This could also include the creation of a 'cadre' of firefighters to provide support to wholetime and retained colleagues in the event of a national response outside the county, large protracted incidents or other times of crew shortages, such as flu pandemics, etc. Analysis by ORH Ltd has shown that such a cadre of firefighters could also provide support at Peterborough Volunteer Fire Brigade station for certain period to improve the level of response in the city.

Proposal 4

To explore, in conjunction with retained personnel and representative bodies, the feasibility of improved usage of retained personnel employed at Strategic Response Stations and the provision of alternative support engines where appropriate.

7. FURTHER IMPROVING THE EFFICIENCY AND EFFECTIVENESS OF OUR PEOPLE

7.1 Retained Duty System Training

Those personnel who crew retained stations throughout the county customarily carry out their operational training for a two hour period on a designated night each week, traditionally referred to as the 'drill night'. These nights vary throughout the county. Response times from retained stations that receive calls whilst carrying out their operational training on a drill night are generally far quicker than the average. This is understandable as personnel are present on the station during the training period and therefore avoid the usual travel time when paged.

The designated training nights vary from station to station throughout the week and tend to 'cluster' geographically. We wanted to see if any overall improvement in response times could be gained by exploring the optimum arrangement and sequence of training nights across the county. This improvement would not without some logistical problems. The current 'clustering' of stations makes it easier for training staff and supervisory managers to visit the stations on their drill night and also allows for neighbouring stations to train together more easily.

The analysis has shown that there is in fact little in the way of positive benefits to be gained by altering the sequence of drill nights throughout the county; therefore the Fire Authority will not proceed with this proposal.

7.2 Wholetime Turnout Times and Rest Periods

Where stations are crewed on a wholetime basis (24/7), a rest period is designated from midnight to 0700 hours where only essential work or operational response is carried out. Research carried out by ORH Ltd confirms that average response times from wholetime stations between the hours of midnight and 0700 hours can be significantly longer than during normal working hours. Whilst this specific drop in performance needs to be addressed we also wish to take a broader view of the entire 24 hour work pattern, with a view to increasing overall productivity.

There have been significant changes to the roles and responsibilities of the fire and rescue service in recent years, and although we have made significant changes to many aspects of what we do, we have not undertaken a fundamental review of work routines, shift systems and working practices. We wish to explore how to make best use of the time available at work and improve attendance times.

7.3 Day Crewed Stations – Change of Shift Times

Day crewed stations employ a hybrid of the wholetime and retained crewing systems. Crews are available at the station on a wholetime basis during the daytime but then leave the station and respond during the evening and night on a retained basis, alerted by a pager system. Operational demand tends to vary in a consistent way during a 24 period with lowest demand around 6am steadily rising to a peak of demand in the early evening before falling again in the early hours of the morning. Research has shown that with the existing shift patterns the peak of demand coincides with the time at which a day crewed station is actually changing from a wholetime response to a retained response, (the firefighters go home just before the peak activity period and are called back to respond) with its subsequent increase in response times. Whilst this specific drop in performance needs to be addressed we also wish to take a broader view of the entire 24 hour work pattern, with a view to increasing overall work output and improving attendance times.

7.4 New Roles within the Fire and Rescue Service – the need for a fresh look at how we work

Cambridgeshire and Peterborough Fire Authority and its Fire and Rescue Service have seen some remarkable changes in the last five years, some of the major developments and events since 2001 include:

- passage of the new Fire & Rescue Services Act (and other legislation such as the Civil Contingencies Act), with an expansion in the Authority's statutory duties and powers;
- the introduction of integrated risk management planning, with its requirements to produce (and consult on) annual plans, to expand and improve the process of assessing, reducing and mitigating risk;
- the Authority's commitment to the principle that "prevention is better than cure", to investing more resources into its community safety work, and to developing and rolling out a range of new initiatives to improve community safety (such as the expanding programme of home fire safety checks, juvenile fire setters, Fire cadets, safety zone etc);
- the impact of international terrorism and climate change which led to the new dimension programme of investment in improving resilience, the introduction of new appliances and equipment with the associated need to train our staff and their subsequent deployment in the recent floods;
- the Regulatory Reform Order, which moved the basis for the bulk of our fire safety regulation work on to a risk based self compliance regime and substantially increased the number of buildings in Cambridgeshire and Peterborough subject to fire safety legislation;

- engagement with the work of the Regional Management Board and greater emphasis on collaboration with other services;
- the move from rank to role and the continued roll out of the Integrated Personal Development System and HR modernisation;
- participation in mission critical major national projects such as FireLink and Fire Control;
- the Authority's commitment to tackling performance management and new corporate governance arrangements;

Any one of these initiatives would have had a significant impact on the organisation and we have responded well to the changes. However, we now need to look at our existing work routines, shift systems and deployment options to ensure that we are making the most efficient and effective use of our people on fire stations. We believe that many of the improvements mentioned in this plan can be realised without increases in council Tax and we will endeavour to achieve as much as possible from within our existing base budget before asking for additional resources.

Proposal 5

To work with our operational firefighters and their representative bodies to examine

- a) **work routines for wholetime shift and day crewed staff**
- b) **shift systems for wholetime shift, day crewed and flexible duty staff**
- c) **deployment options available for the outcomes of proposals 1 and 4**

in order to resource as many of the other proposals in this plan from within the existing workforce and budget.