



Cambridgeshire & Peterborough Fire Authority

Annual Report 2010-11





Welcome to the Fire Authority's Annual Report

CONTENTS

The year at a glance	2
Foreword	3
How we serve our community	6
Members of Cambridgeshire and Peterborough Fire Authority	7
Our Structure	8
Achievements towards our strategic aims	9
Operational Excellence	10
Community Safety Excellence	12
People	14
Value for Money	16
How we worked with our partners	18
Summary of the 2010-11 Financial Year	20
How much did we spend?	20
What do we own?	22
How our performance compares nationally	23
Planning for the future	24
National Agenda and Challenges	24
Integrated Risk Management Plan	25
Corporate Priorities 2011/12	26
Tell us what you think	27

The report covers the financial year 2010-11 and outlines whether we met our targets and how we spent your money in delivering priority services.

The Year at a Glance

Here are some highlights from the year 2010/11



April 2010

■ Cambridgeshire Fire and Rescue Service (CFRS) joined a Peterborough City Council scheme to help keep vulnerable residents aged 65 and over safe from fire. The Care and Repair Scheme uses a partnership approach to identify and protect those most at risk by assisting older and disabled adults in and around Peterborough to repair and adapt their homes in order to live more independently.

■ Firefighters, officers and support teams from around the Service worked with the police and councils to inform and protect residents during a series of deliberate fires in the centre of Wisbech. Operation League was set up to catch those responsible, and the Service's new Facebook and Twitter sites played a key role in engaging with the public.

May

■ May saw the launch of the Arson Investigation Unit in Peterborough. The aim of the partnership with CFRS, the police and the Safer Peterborough Partnership, was to reduce arson and provide education. Arson in Peterborough has reduced significantly since its introduction and the partnership has been highlighted as best practice.

■ Firefighters took part in the annual fire engine pull in St Neots and helped raise over £9,000 for the Burned Children's Club, which gives support to young burn survivors and their families. Teams pulled the 12 tonne engine on a four mile course through the town centre, collecting donations on the way.

June

■ BBC Look East presenter Janine Machin co-hosted the Service's Long Service and Awards Evening with Chief Fire Officer Graham Stagg. The awards recognise a variety of achievements across the Service as well as in the community. Around 160 long service medal recipients, award winners and their guests gathered at the Marriott Hotel in Huntingdon for the presentation evening.

■ Residents of Cambridgeshire and Peterborough were asked for their opinions about CFRS through a perception survey. Approximately 1,500 surveys and a further 625 telephone calls to residents helped provide the Service with a better understanding of what communities think of and know about the Service, to help improve planning and targeting of activities.

July

■ Green Watch at Huntingdon demonstrated an innovative new method for providing a substantial water supply over a large distance without the need for resource heavy water relays or shuttles. The firefighters showcased the idea, which they came up with themselves, after winning the innovation category in the Excellence Awards.

August

■ Fire crews across the county received new door entry kits, which contain a selection of tools and devices to help firefighters open doors or windows quickly and safely with minimal damage to property. A host of different departments and agencies helped test, evaluate and procure the new equipment, which was introduced following a suggestion from a member of staff.

■ CFRS staff supported the Burned Children's Club for the International Burned Children's Jamboree, which gave young burns survivors from around the world 10 days they will never forget. It was the first time the event had been held in the UK, and it followed another successful regional and national Burns Camp. Youngsters from across the globe as well as those closer to home took part in a number of activities and water sports and enjoyed a trip to London.


September

■ Huntingdon District invited local stakeholders such as councillors, head teachers and mayors to an event at Huntingdon Fire Station to learn more about the wider role of the Service. Feedback from those who attended was extremely positive and all said that they learned a lot more about what the Service does aside from putting out fires.

■ The revised planning application for the redevelopment of Cambridge Fire Station was approved by city planners. The station was deemed no longer fit for purpose and cost a significant amount of money in maintenance costs. Work to build a new fire station along with 99 affordable apartments started in June 2011. While the re-development is taking place, firefighters have been relocated to a temporary site at Coldham's Lane in Cambridge, which has been selected because of its location and suitability.

■ Work to build the new fire station in Cambourne also started.





*Councillors, head teachers
and mayors learnt more about
the wider role of the Service*

October

- The Service purchased new equipment to help stabilise vehicles during road traffic collision (RTC) extrications and rescues. The equipment, called Stabfast, can be used to stabilise all types of vehicles in any position and on any surface. The new equipment is much more efficient in preventing vehicles from moving during rescues reducing the risk for both casualties and firefighters.
- New and improved electronic breathing apparatus sets were introduced following successful staff trials, and new water rescue equipment and training started being rolled out in a bid to improve the Service's water rescue capability.

November

- The Operational Assessment (Op/A) into the delivery of frontline services took place and the Service's own self assessment was challenged by a team of peers from other fire and rescue services to ensure that we are aware of the areas we need to improve and that we have plans in place to make these improvements. The review concluded that we are self aware, performing well and travelling in the right direction.
- CFRS won a national award for the integration of up-to-date address information and was also commended at the National Land and Property Gazetteer Awards for work carried out with local authorities to help update the data.

December

- Following the outcome of the Comprehensive Spending Review, management and staff started looking at areas to make cuts to spending over the next four years. Around 700 ideas were grouped into common themes and prioritised based on aspects such as benefit and impact. A list of 10 priority areas were drawn up and studies are being carried out to see which, if any, are feasible. An options appraisal into wholtime crewing is also being carried out and other ideas have been filtered into group plans. The feasibility studies will go to Fire Authority with recommendations about which should be taken forward to the next stage for more detailed consideration.
- Blue Watch at Cambridge used the recently introduced concept of customer insight to help improve community safety around kitchen fires. The watch designed a survey to gauge people's thoughts on risks in the kitchen. The results are being used as part of a wider campaign to tackle kitchen fires, which make up over half of all accidental domestic fires.

January 2011

- The Fire Authority agreed in principle for CFRS to take over the command and control function of Suffolk Fire and Rescue Service. The combined control room will be based within our existing control room at Headquarters in Huntingdon. The decision came after central government cancelled plans to move to regional control centres, leaving Suffolk without a control room when their lease expires in November 2011. Combining the two control functions will bring significant benefits for both services including greater resilience, shared technology and financial savings.

- CFRS became the first fire and rescue service in the UK to achieve the national business continuity standard BS 25999 after passing the Stage Two Assessment. Achieving BS 25999 demonstrates a commitment to the highest level of standards and shows CFRS leading the way in the field of business continuity within the national fire and rescue service.

February

- Fire crews were kept busy with a number of large incidents including two factory fires in Fenland, a fire at Ellington recycling centre which burned for several days, and a large barn fire near Ely.
- Drive 2 Arrive, a road safety campaign for young people, was launched. Led by CFRS and funded by the Cambridgeshire and Peterborough Road Safety Partnership, Drive 2 Arrive uses an interactive approach to education and encourages young people to think for themselves about issues such as peer pressure, drink driving and dangerous driving.
- The Service supported Lesbian, Gay, Bisexual and Transgender (LGBT) History Month by flying the rainbow flag at Cambridge Fire Station and Service Headquarters. It became a double celebration when it was announced that the charity Stonewall placed CFRS in the top 200 employers in the UK as part of its 2011 employers index.

March

- The Audit Commission published a report on how well CFRS has achieved its objectives. Following the abolition of the Comprehensive Area Assessment (CAA) in May 2010, the Service asked the Audit Commission to continue to produce the report. The results were very positive and demonstrate that the Service is performing well and making good progress in a variety of key areas including fire reduction, productivity and performance management.

Foreword

Welcome to the
annual report for 2010/11



This report sets out what we achieved last year, our performance in key areas against the previous 12 months, how we used our resources against our budget, and what improvements we are seeking to make this current year.

It has been an interesting year for us with budget cuts dominating conversations and meetings following the Comprehensive Spending Review in October, and the announcement of our settlement in December.

But amidst these challenges we have continued to improve our Service with some fantastic achievements and a number of them are firsts for any fire and rescue service in the country, such as the implementation of innovative electronic breathing apparatus technology and the accreditation of two British Standards - BS 25999 for Business Continuity and BS 18001 for Health and Safety - something that we are all extremely proud of.

Our performance in a number of key areas has improved with reductions in fires overall, a reduction in arson and a decrease in the number of accidental house fires. All of these meaning people in Cambridgeshire and Peterborough are safer.

And these achievements have been acknowledged during external assessments. A group of peers from other fire and rescue services and public sector organisations visited us for three days to look at our operational abilities such as our response to incidents, our command and control, health and safety, how we deliver community safety to residents and businesses, and how we train our staff. They also looked at leadership across the Service and their feedback was extremely positive and complimentary.

The Audit Commission also visited and produced a report recognising the improvement we have made over the last three years. You can learn more about these assessments further on in this annual report.

We carried out a perception survey last summer to find out what the public thought of our service and what they knew about our work. We were delighted that from the 1,800 responses we received back, that 93 per cent who had used our Service were satisfied or very satisfied. More importantly, 87 per cent thought that our Service was good value for money based on what they pay for us through council tax.

Recent data from the Audit Commission shows that we are the lowest cost fire and rescue service in the country per head of population. And with the external reports showing us to be a well performing fire and rescue service, that has to be good news for the people of Cambridgeshire and Peterborough.

*'We are
the lowest
cost fire
and rescue
service in
the country'*

‘ We have continued to improve our Service with some fantastic achievements ,



What it does mean for us though is that it is going to be extremely challenging to find the savings we need to make following our new settlement for the next four years. Around half of our budget is made up of government funding and this has been cut by 12.5 per cent over the next two years and we are anticipating it will be cut a further 12.5 per cent in the two years following that. That's a £4.2 million cut including inflation increases, but this could increase to as much as £6 million if inflation remains as high as it is and the change in the way Government divides up the funding for fire and rescue services falls unfavourably for us. We are already a lean organisation and so in planning for these cuts we are having no choice but to look at some frontline areas, as this is where the majority of our budget lies.

We have already found the savings for this year and next year from back office budgets and in May 2011 the Fire Authority agreed a number of recommendations to enable us to potentially find the remaining savings for 2013/14 and 2014/15. Further details about where the cuts are being made can be found on our website www.cambsfire.gov.uk.

We will do all we can to ensure that the impact on our operational response is as minimal as we can make it. The project to plan and implement where we will make the cuts is a priority for us over the next 12 months. Another priority is the Parkside project, where the old fire station in Cambridge will be knocked down and redeveloped into a brand new fire station with public apartments above it. Our crews have moved out to a temporary fire station in Coldhams Lane while this progresses. We have a new fire station in Cambourne which is currently housing the City and South Cambs district teams, including community safety and fire protection officers.

We are also forming a new partnership with Suffolk Fire and Rescue Service to form a combined control at our headquarters in Huntingdon, which will take 999 calls and mobilise crews for both counties, improving resilience and saving money for both services. This will be live in October.

Our fourth priority is to continue to improve our Service. Despite the financial challenges we face, it is important to us that we do continue to perform well and deliver value for money and we will not lose sight of this, even though it will become harder to achieve.

I hope you enjoy reading about our achievements over the last financial year. We are always interested in your views so please do let us know what you think. There are a number of ways you can do this, which are set out in the last page of this report.

If you want to keep up to date with how we are doing, visit our website www.cambsfire.gov.uk, follow us on Twitter [@CambsFRS](https://twitter.com/CambsFRS) or become a fan of our Facebook page.

Councillor Roy Pegram
Chairman of the Fire Authority

Graham Stagg
Chief Fire Officer



How we serve our community



Our vision is

For safe communities where there are no preventable deaths or injuries from fire or other emergencies.

Put simply, this means we want to **reduce risk and save lives**.

Our values

We share the national fire service values:

Service to the community

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

People

We value all our employees by practising and promoting:

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

Diversity

We value diversity in the Service and the community by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the Service
- Challenging prejudice and discrimination

Improvement

We value improvement at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

Key Values

As a step towards the promotion of the national core values, CFRS has introduced a set of key values that we are all expected to incorporate into every aspect of our work.

These key values are:

- **Dignity** - our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.
- **Respect** the differences in groups of personnel and the public. We should take into account the right for people to be different and value diversity, rather than demean it.
- **Welcome** people into the workplace. We should create a working environment that is open and inclusive, which offers help and support

Members of Cambridgeshire and Peterborough Fire Authority



Roy Pegram
Fire Authority Chairman
Council: Cambridgeshire
Party: Conservative
District: Huntingdonshire



Nigel Bell
Council: Cambridgeshire County
Party: Liberal Democrats
District: East Cambs

The Fire Authority records its appreciation for the contribution of the following Councillors who served on the Fire Authority during 2010/11:

Policy and Finance Committee: Councillors Fran Benton, Steve Criswell, Sebastian Kindersley, Mac McGuire, Lucy Nethsingha and Linda Oliver.

Scrutiny and Performance Committee: Councillors Ralph Butcher and David Harty.



Fred Brown
Council: Cambridgeshire County
Party: Conservative
District: East Cambs



Sir Peter Brown
Council: Cambridgeshire County
Party: Conservative
District: Huntingdonshire



Christine Carter
Council: Cambridgeshire County
Party: Labour
District: Cambridge



Sue Day
Council: Peterborough City
Party: Conservative
District: Peterborough



Janet Goodwin
Council: Peterborough City
Party: Conservative
District: Peterborough



Sue Gymer
Council: Cambridgeshire County
Party: Liberal Democrats
District: South Cambs



David Harrington
Council: Peterborough City
Party: Independent
District: Peterborough



Geoffrey Heathcock
Council: Cambridgeshire County
Party: Liberal Democrats
District: Cambridge City



Tony Orgee
Council: Cambridgeshire County
Party: Conservative
District: South Cambs



Kevin Reynolds
Council: Cambridgeshire County
Party: Conservative
District: South Cambs



Mandy Smith
Council: Cambridgeshire County
Party: Conservative
District: South Cambs



June Stokes
Council: Peterborough
Party: Conservative
District: Peterborough



Jill Tuck
Council: Cambridgeshire County
Party: Conservative
District: Fenland



Fiona Whelan
Council: Cambridgeshire County
Party: Liberal Democrats
District: Cambridge City



Fred Yeulett
Council: Cambridgeshire County
Party: Conservative
District: Fenland

Our Structure



Chief Fire Officer
Graham Stagg



Deputy Chief Fire Officer
Chris Strickland

- Director of Operations and Community Safety
- Responsible for service delivery and the command and control of our 28 fire stations
- Accountable for equality and diversity in the Service



Assistant Chief Fire Officer
Neil Newberry

- Director of Operational Support
- Responsible for Fire Control and essential operational support functions, specifically:
 - Media and Communication
 - Resource Management, Occupational Health and Recruitment
 - Health and Safety
 - Training and Development
 - Fleet and Equipment
 - Operational Support Group



Director of Resources
Matthew Warren

- Treasurer to the Fire Authority
- Responsible for business support functions, specifically:
 - Contracts and Procurement
 - Finance
 - Property
 - Business Intelligence and Performance
 - Programme, Project Management and Risk
 - Payroll
 - ICT
 - Human Resources

Achievements towards our strategic aims



Our vision is for a safe community where there are no preventable deaths or injuries in fires or other emergencies

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



The following sections outline what we have delivered against these aims including how well we did in the priority performance areas.

Operational Excellence



Working with our managers and staff to ensure the highest standards of operational response, we will:

- Continue to ensure our vehicles and equipment meet operational need
- Seek to have all of our fire engines available all of the time
- Provide staff with access to up-to-date policies and procedures and ensure they are implemented consistently and regularly reviewed
- Maintain our safe systems of work based upon best practice within health and safety guidance
- Recruit, train and develop our workforce and ensure they are working and operating safely to meet both community and Service needs.

To achieve this in 2010/11 we have:

- Upgraded firefighter breathing apparatus to provide electronic heads up safety information
- Installed mobile data terminals on all appliances providing access to operational information on the fireground
- Increased the number of stations able to deliver in-water rescue capability
- Reviewed the delivery of our fire and rescue service, identified areas that could be improved by providing specialist training and reviewed procedures such as command and control.
- Improved efficiency in relation to how we use our operational officers to attend and manage incidents
- Introduced Stabfast equipment on appliances for use at RTCs to stabilise vehicles, increasing safety of officers and casualties
- Extended the electronic availability system to our wholetime firefighters to improve resource management and crewing
- Improved our operational planning and benchmarked our performance against other similar fire and rescue services, using the successful implementation of the electronic Incident Recording System
- Reviewed and revised our Operational Response Strategy (see publications section of website www.cambsfire.gov.uk/publications.php)
- Introduced a trial of rostered working at three retained stations to seek improvements in crew availability.

‘ We saw a 6% reduction in the number of incidents we attended ’

How well did we do?

- Attended 8,583 incidents (down 6% from previous year of 9,105)
- Improved retained availability
- Increased the level of competency of firefighters
- Provided refresher safety critical breathing apparatus training to 275 operational staff to focus on improving firefighter safety.
- Responded to the most serious incidents, on average, within our target times of:
 - **9 minutes** and on at least 95 per cent of occasions within **8 minutes** for the **first pumping appliance** in attendance
 - **12 minutes** and on at least 95 per cent of occasions within **11 minutes** for the **second pumping appliance** in attendance
- Rescued 33 people from house fires
- Provided assistance to between 120-580 people at RTCs (based on 108 incidents where up to five people were assisted and two incidents where between six to 20 people were assisted).

CASE STUDY

Improving firefighter core skill training

FOLLOWING a number of incidents in other fire and rescue services, CFRS reviewed its training for firefighters in core skill areas. Two areas identified for improved training were around breathing apparatus use and firefighters' understanding of fire behaviour.

The training centre looked at how it could improve training in these areas, including looking at best practice from across the country. The Service already had a fire behaviour training building so two new courses were established which were compulsory for all firefighters, both wholetime and retained, which staff have had to attend over the last two years. The courses have ensured all operational firefighters right up to senior officer level are now trained at a consistent standard and are equipped for the different situations they may find themselves in at an incident. Area Manager Andy Watson explained: "Firefighting is without doubt a hazardous profession and we have a legal duty as a Service to ensure that our staff are trained for the role and that their skills are maintained so they remain competent over time.

"Firefighter safety at incidents is paramount and following tragic events elsewhere in the country we recognised that we needed to enhance the training we provided our staff on an ongoing basis to ensure we were satisfied that our staff were given the opportunity to maintain their skills to the highest standards." Andy continued: "A breathing apparatus set is one of the key pieces of kit for a firefighter and it is easy for people to become complacent with procedures. The reassessment training focuses people again and teaches them new skills and techniques that have been developed since their last training."

The fire behaviour training uses a purpose build unit to simulate different fire situations such as flashovers and backdraughts, so firefighters can recognise the potential for one of these life threatening occurrences to happen. Training Centre Station Manager Gary Mitchley explained: "The Service has always had this on the training programme but we have historically sent our firefighters to Essex to undergo this training. Investing in this area has enabled us to deliver it within the county, cutting down on travel time for staff, and allowed us to put on enough courses to ensure all operational staff have received this vital training over the last two years."

Feedback from both training programmes has been excellent and reassessments in these key areas are being built into the ongoing training programme.

The Service plans to now improve the incident command training it delivers at all levels to ensure officers in charge at incidents are competent in all aspects of the role and trained to the best and up to date standards.





Community Safety Excellence



Working in partnership with agencies such as local authorities, district councils, police and the health authority, we will:

- Use a range of information and data to ensure our activities are targeted to those areas and people that present the greatest risk
- Ensure we are inclusive in our approach and tailor our services to be accessible to all and meet the needs and expectations of our diverse communities
- Improve safety in all areas of society
- Listen to our communities and consider their views when planning and delivering our community safety activities
- Deliver a high standard of fire protection advice to owners of business premises and take enforcement action when the lives of the public are at risk

To achieve this in 2010/11 we have:

- Delivered 689 Home Fire Safety Checks to vulnerable older people in partnership with British Oxygen to help people to live independently
- Established and run the Arson Investigation Unit within the Safer Peterborough Partnership, reducing arson in Peterborough by 50 per cent
- Ensured a risk based approach to inspection of business premises to ensure compliance with the Fire Safety Order
- Started to use customer insight techniques to fully understand the people we are targeting in order to be more effective in our communication and delivery of safety messages
- Led the Road Safety Partnership 'Drive 2 Arrive' campaign designed to educate and encourage young people to think for themselves about issues such as peer pressure, drink driving and dangerous driving
- Implemented a new IT system to enable fire protection staff to access any data held on any given premises and to target high risk premises for fire safety enforcement to improve effective use of resources
- Implemented strategic and tactical groups to ensure the successful implementation of the Prevention Strategy, bringing together all those from across the Service that contribute to delivering community safety
- Instigated partner organisation meetings following accidental fire deaths in homes to see if more can be done to identify vulnerable people and put measures in place to address fire risks

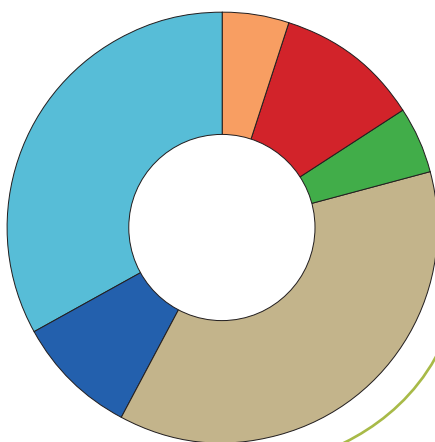
How well did we do?

- 40 per cent reduction in the number of deliberate fires (from 1,393 to 830)
- 22 per cent reduction in the number of house fires (from 416 to 326)
- 28 per cent reduction in the number of fires affecting business premises (from 290 to 209)
- 10 per cent reduction in false automatic fire alarm calls

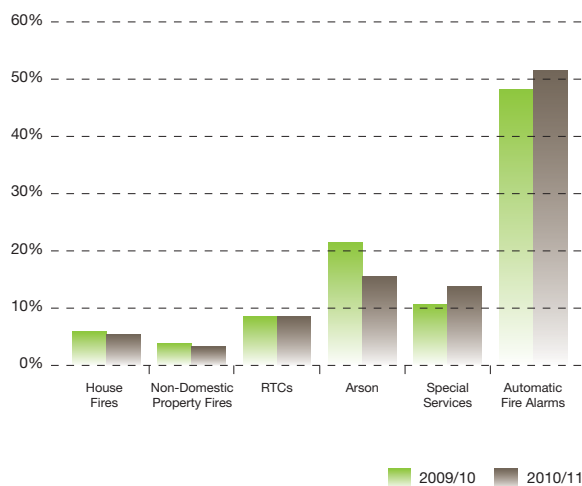


Breakdown of time spent on different prevention activities

- RTC reduction (5%)
- Arson prevention (11%)
- Malicious/hoax calls (5%)
- General fire safety (37%)
- Partnerships (9%)
- Other Activity (33%)



Incidents we attended by percentage make up (comparison 2009/10 - 2010/11)



CASE STUDY

Drive2Arrive



Statistical data identifies that young drivers are at the greatest risk of a serious road traffic collision (RTC), particularly when they are out in a vehicle together. Within Cambridgeshire, RTCs account for 68 per cent of accidental deaths in males aged 15-34.

During 2010/11 the Service was working closely with Cambridgeshire and Peterborough Road Safety Partnership to provide training and equipment to refine the way we engage with those at greatest risk on the roads. Ideas from Service personnel attending road safety training were developed to create our own unique training package that exploits the latest teaching theories and targets the county's priorities of:

- Wearing seatbelts
- Speeding
- Using mobile phones
- Drink and drug driving

The Service is now delivering Drive 2 Arrive road workshops that target Key Stage 5 students (16 to 18 year olds) and is helping to reduce the number of young people killed or seriously injured. These workshops consist of several micro lessons designed to use peer teaching by getting small groups to provide solutions for road safety issues and declare their opinions to their peers. The objective for this experiential learning is to coach them to define what acceptable behaviour is through debate, setting beliefs and identifying group norms that are more likely to deter the inappropriate driving of some young people who may be seeking group acceptance.

Station Manager Martin Ockenden, who has coordinated the programme, said: "We are working in partnership with the police and other emergency services, driving instructors and selected volunteers from the community, in line with the government's big society plans and making the work more sustainable. Members of the emergency services have credibility and are well placed to raise student awareness to the risks, particularly as we see the horrors of RTCs on a daily basis so can also add personal experience to reiterate their own thoughts."

Prior to the workshops the students are asked to complete a customer insight survey to enable the Service and partners to better understand their needs and thoughts. Feedback is collected at the end of the events to measure the outcomes and further refine the activity.

Some student responses from the feedback surveys:

- I learned to be a better passenger
- I have learned that it is unacceptable to have any amount of alcohol in your body when driving, it's just unacceptable.
- I have learnt many things that I will take into account, not just for now, but for the rest of my life! Thank you!
- How dangerous travelling without a seatbelt can be!
- I was surprised about the different distractions that can have an effect on your driving and how much damage reckless driving can cause; it will definitely make me more aware whilst in a car.
- I have learnt that even if you are only slightly breaking the rules, eg going over the speed limit by a few mph, accidents can happen.

People



Working with our managers and staff to ensure our staff are safe, and the Service is accessible to everyone, meeting the needs and expectations of the communities we serve, we will:

- Put the community at the heart of everything we do
- Consult with our stakeholders to ensure we understand and meet their expectations
- Adapt communication and services to meet individual needs
- Aim to regularly exceed customer expectation
- Engage with and listen to people and make changes to our services where appropriate
- Have a simple complaints procedure and ensure all complaints are investigated fairly
- Have in place an effective training programme and recording process to ensure staff are fully competent
- Continuously seek to improve the health, safety and wellbeing of staff

To achieve this in 2010/11 we have:

- Targeted our approach to community safety activity so it is evidence based, concentrating efforts in the areas, and with the people, most at risk of fire
- Continued to carry out equality impact assessments for new equipment, policies and procedures
- Started to use customer insight techniques to make prevention work more effective
- Launched a network internally to support Lesbian Gay Bisexual and Transgender (LGBT) staff
- Attended neighbourhood panels to listen to and engage with local residents about matters important to them
- Reintroduced refresher courses for risk critical training for operational staff
- Improved near-miss accident reporting and reduced accidents
- Worked towards achieving BS18001 accreditation for Health and Safety (this was achieved in April 2011)
- Developed the use of social media, utilising Facebook and Twitter daily to help communicate community safety advice, and successfully used them to provide information to residents and businesses during large-scale incidents
- Carried out a review of how we engage and consult with different stakeholders and made recommendations to take forward into 2011/12 and beyond
- Continued to develop the website using performance information and feedback
- Carried out a perception survey with responses from over 1,800 residents to find out what they think of the service we provide, how much they know about what we do and where they get information about the Service from. The results will help us improve communication and target our messages more effectively.
- Run our first dyslexia awareness training session

‘ We attracted 20 per cent more viewers to our website ’

How well did we do?

- Completed 23 Equality Impact Assessments
- Achieved position 193 out of 378 employers in Stonewall’s Workplace Equality Index
- Ran 90 training courses for operational risk critical skills
- Provided appraisal training for 262 managers
- Attracted 20 per cent more viewers to the website than the previous year
- Achieved a 93 per cent satisfaction rate from residents completing the perception survey who had received a service from us in the last two years



CASE STUDY

Listening to our community

What does CFRS do, in addition to the obvious ‘putting out fires’?

This is a question, along with many more that we asked 5,625 residents in Cambridgeshire and Peterborough last summer as part of a perception survey.

The survey was undertaken to give us a better understanding of how our Service is perceived by people across Cambridgeshire and Peterborough. Information gathered from the survey acted as a useful reality check for us and will be used over the coming months to influence how we do things and to give us a better understanding of the communities we serve. Over 1,200 completed surveys were returned, supported by an additional 625 phone surveys. The headlines from the survey are outlined below.

Assistant Chief Fire Officer Neil Newberry said: “We were really pleased with the results in general, particularly around satisfaction and confidence with our Service and providing value for money. There were areas however where we did have some concerns. In particular, around five per cent of respondents did not know how to contact us in an emergency and 51 per cent of respondents did not test their smoke alarm at least once a month, and we advocate testing it once a week.

“The next step for us is to look closer at these areas and ensure our communication is targeting people in the right way. We are grateful to everyone who took the time to fill out the survey or respond over the phone.”

If you would like to read the perception survey report in full please visit the consultation section of our website www.cambsfire.gov.uk

Perception survey findings:

Of those who returned the survey and had been in contact with CFRS in the last two years, 93 per cent were satisfied with service and 83% of people think CFRS contributes to making communities safer.

Results also found that:

- 90 per cent of all those surveyed are confident in our Service
- 10 per cent had had a home fire safety check
- CFRS is meeting response time expectations for 74% of respondents
- 95 per cent had at least one smoke alarm in their property with 65% having two or more
- 49 per cent test their smoke alarms once a month or more
- 87 per cent thought that CFRS was good or very good value for money (at £1.11 per week per household)
- 87 per cent believe that CFRS is a professional and trusted service
- 84 per cent believe CFRS is a good service

Value for Money



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

- Ensure we have the right number of staff on duty in the right place to ensure effective emergency response is provided
- Recruit people with the right skills and potential and continuously develop our staff, ensuring they are fully trained and competent and encouraged to reach their full potential
- Ensure staff have access to the right equipment to deal with incidents
- Work with regional and local partners to seek the most cost effective and efficient ways of delivering high quality back office support services
- Ensure we have effective and efficient work routines to provide firefighters with the optimum time needed to carry out all their required activities
- Ensure our support function processes are as effective and efficient as they can be
- Continuously monitor how we are performing, sharing and learning from best practice
- Utilise procurement framework contracts where appropriate
- Actively seek genuine efficiencies

To achieve this in 2010/11 we have:

- Collaborated with Bedfordshire Fire and Rescue Service to improve both services' IT infrastructures to improve resilience, capacity and reliability
- Realised cashable and non-cashable savings by replacing obsolete computer servers with energy efficient alternatives
- Signed a contract to replace the old inefficient fire station at Cambridge with a new building
- Undertaken a full review of all non-operational budgets to identify potential cash savings
- Reviewed processes to improve efficiency and achieve smarter working across the Service
- Improved our performance reporting at all levels to ensure continuous improvement
- Worked with our main suppliers to reduce contract costs by driving down efficiencies in their processes
- Introduced a new sickness absence management policy and management toolkit and delivered training to all managers

How well did we do?

- Identified £1.2 million savings through a review of non-operational budgets

‘ We have reviewed processes to improve efficiency and achieve smarter working ’



CASE STUDY

Making savings through smarter procurement

At the heart of offering a service that is value for money lies a forward thinking and an opportunistic procurement team.

Working together with others in the Service who have the technical and operational expertise, the procurement team continues to ensure that the Service procures goods and services through the most cost effective channels, including existing frameworks, robust tender processes and collaboration with other fire and rescue services or organisations.

The Service is also beginning to meet with existing contractors to see if the savings they make during the life of the contract from cheaper materials or changing suppliers themselves, can be reflected in the prices the Service is paying.

Smarter working within CFRS itself, such as streamlining some administration and processes for example, is also allowing contract prices to be renegotiated.

Procurement and Contracts Manager Tracey Stradling said: "It is about recognising when collaboration will bring value for money as you can't follow this path for everything. And it is not always about reducing costs, sometimes it is about spending the same but for better quality or value.

"We also build flexibility into the contracts if they are set for a number of years so that they can be reviewed annually and the pricing still reflects the market value at each stage."

Tracey continued: "The partnership with technical and operational colleagues is vital too. Being on project teams enables us to challenge what it is exactly we need as sometimes we think something is needed because we have always had it but actually it is no longer required and therefore we can immediately save money and prevent wastage."

Recent procurement successes have been collaborating with two other fire and rescue services to secure an audit contract, working with a neighbouring fire and rescue service to procure ICT servers, joining up with other public sector organisations in the county to source an IT infrastructure, joining an existing framework with other fire and rescue services for the supply of uniforms,

purchasing firefighting equipment with other services and reducing the cost of a number of existing contracts by negotiating further savings.

Director of Resources Matthew Warren said: "We will continue to explore opportunities to get value for money out of our procurement processes and this will be all the more important over the next few years as budgets become significantly tighter. We are going to be looking at the potential for shared procurement services with other fire and rescue services, continuing the work with the Cambridgeshire and Peterborough Procurement Group to encourage joint working across local public sector organisations, and continuing to improve our own processes for procurement internally."



How we worked with our partners



Partnership Working

The Service is fully engaged with partners.

Making Assets Count

The idea of Making Assets Count (MAC) is that by mapping and analysing how all assets owned by each of the partner organisations in Cambridgeshire - such as county and district councils, police and fire - are used, the public sector can potentially make significant savings through combining, sharing, leasing or selling disposable assets. In addition, improvements to services are possible through selective co-location of different public sector organisations and reconfiguration of property assets.

The mapping part of the project has been completed, as has an assessment of customer needs. MAC is currently running a series of mini projects looking at assets on a district by district basis. This will lead to a delivery plan for change which will be considered alongside a countywide Asset Management Strategy. Further work to assess the optimum structure for delivery is also being considered with a report due in the autumn of 2011.

Arson Investigation Unit

ARSON is a huge problem which costs the public and local economy millions of pounds a year as well as putting lives at risk. The Arson Investigation Unit (AIU) is a multi-agency organisation involving CFRS, Cambridgeshire Constabulary and the Safer Peterborough Partnership, which has achieved considerable success in dropping arson rates across Peterborough. The team has used covert cameras in arson hotspots, given talks at schools and gathered evidence at the scene of arson incidents across the city. They also work with owners of derelict buildings targeted by arsonists.

When an increase in activity is identified within a certain area, a multi-agency meeting is set up bringing together the police, the council's anti-social behaviour team, neighbourhood enforcement officers, housing providers and any other agencies who may be affected. These meetings are used to share trends, patterns, details of potential offenders and the tactics being planned to catch and prosecute them.

As a result, arson in the city reduced by 58 per cent from 2009 to 2010 and average monthly arson incidents fell from 65 to 28.

NB the AIU has now been disbanded in Peterborough but the best practice from this unit is being integrated into a new set up between the police and fire service to tackle arson across the whole county.

Partnership with British Oxygen

The Service has formed a partnership with British Oxygen Company (BOC), which supplies oxygen cylinders to residents with respiratory problems so they can continue living in their own homes. The partnership has identified some of the most vulnerable people in our community, enabling CFRS to target and prioritise community safety activity to those who need it most, as well as improving firefighter safety.

Because of the increased risk of explosion, fires occurring in properties where oxygen cylinders are stored pose a greater risk to firefighters as well as the residents themselves.

To enable the Service to identify these properties, BOC has supplied the names and addresses of around 1,000 residents within Cambridgeshire and Peterborough who use oxygen cylinders in their own homes. The information supplied by BOC has been incorporated into the Control Room mobilising system,



‘ The partnership with BOC has identified some of the most vulnerable people in our community, enabling us to target and prioritise community safety activity to those who need it most ’

so that operational crews can be informed that there are gas cylinders stored at the property when on their way to an incident there. To ensure the information is kept up to date, BOC will be issuing the Service an update every month.

In addition, the partnership with BOC and Control means that our community safety officers can visit oxygen users in their homes to install and check smoke alarms and ensure residents are aware of the fire risks and how to reduce them.

MAGPAS

The Service helped emergency medical response charity MAGPAS identify groups within Cambridgeshire which were more likely to suffer injuries on the county's roads.

The charity has been analysing 10 years worth of data related to killed or seriously injured (KSI) cyclists, and following our success in using the socio-demographic package Mosaic to target home fire safety checks, the performance team was approached by MAGPAS to see whether similar profiling could help their project.

The project considered whether there were any potentially modifiable risk factors for being killed or seriously injured (KSI) following a cycle accident on a public highway in Cambridgeshire. It also looked at whether those identified to be at higher risk could be better targeted with injury prevention strategies using the data within the Mosaic clarification.

Resident postcodes for all of the KSI cyclists were profiled using Mosaic, which identified profile groups had the highest proportion of KSI cyclists. The analysis also identified that while the marketing preferences of these groups is varied and different, the internet and newspapers (national and local) are the common methods by which these groups access information. Face to face contact is less likely to succeed. As a result Magpas has stated that geo-demographic profiling will play a much more important role in the targeting of education, training and publicity according to the marketing preferences of dominant and/or over-represented profile groups

Further information on the analysis can be obtained by contacting assiah@magpas.org.uk

UK Border Agency

PARTNERSHIP working between the Service's Fire Protection group and the UK Border Agency (UKBA) is improving community safety in the highest risk areas.

Direct links with the UKBA were first established by fire protection officers during their work with the councils and UKBA to address the problem of illegal immigrants residing in derelict buildings around the old railway networks in Peterborough. Officers provided the UKBA with their contact details so they could get in touch with the right person if they noticed any other properties while on their inspections that may pose potential fire risks to residents and fire crews.

This was put into practice in September when UKBA made arrests at a Chinese restaurant in East Cambs. The agency discovered that workers had been sleeping in the second and third floors of the premises and alerted the Service.

Fire Protection Group Manager Steve Cotton said: "After receiving the phone call from the UKBA, fire protection officers investigated the property and found inadequate fire protection measures. We had to prohibit the use of the second and third floors.

"A number of occupants had been sleeping on the third floor, which was a loft space. If there had been a fire at night they would almost certainly have been trapped and their lives put at risk. There was also the issue of firefighter safety – if crews had to go up into the loft during a fire to rescue casualties, their own safety would have been compromised."

As a result of the audit and in addition to the Prohibition Notice, the Service issued an Enforcement Notice to the owners of the restaurant detailing all of the deficiencies. Steve added: "We have a duty to use fire protection legislation to reduce risk and ultimately save lives. It is important that we understand the needs of the business but at the same time protect the occupants, customers and fire crews. This particular establishment was receptive to our needs and we worked with them to enable them to continue to trade on the lower floors having agreed interim safety arrangements."

He added: "Sharing information with partners such as the UKBA is an effective and efficient way of targeting risk and improving the safety of everyone concerned."

Summary of the 2010/11 Financial Year

How much did we spend?

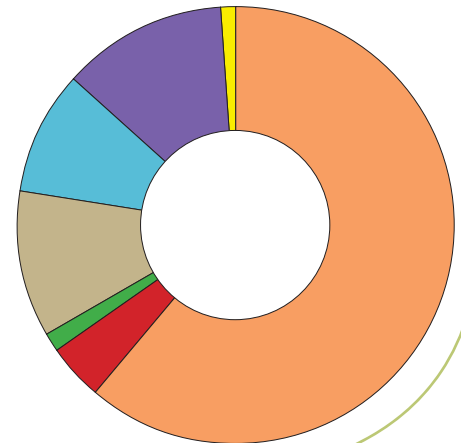


The Fire Authority's total net expenditure was £30,174,000. This is made up of £31,185,000 (expenditure) less £326,000 (net transfer to reserves) and £685,000 (other income). £15,815,540 collected from council tax payers - this amounted to £57.87 a year for a Band D council tax household, making CFRS the cheapest fire and rescue service, per head of population, in the country.

The following charts show where the monies we receive came from and how we spent it 2010/11:

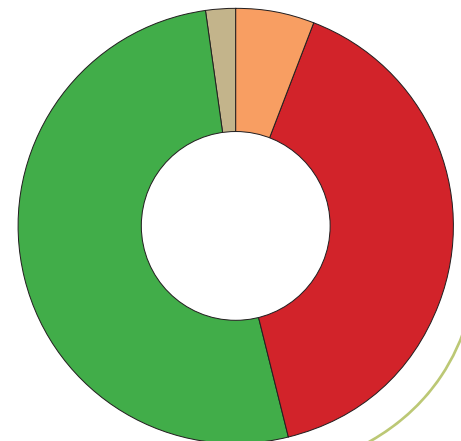
Expenditure

- Employee costs (61.2%)
- Premises (4.3%)
- Transport and moveable plant (1.3%)
- Supplies and services (10.7%)
- Capital financing (9.3%)
- Pensions and operational fire (12.1%)
- Net transfers to reserves (1.1%)



Income

- Revenue support grant (5.9%)
- National non-domestic rates (40.4%)
- Precepts (51.5%)
- Other income (2.2%)





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

	Final Budget	Actual Expenditure	Variance
	£'000	£'000	£'000
Full Time Firefighters	11,568	11,518	-50
Control Room Staff	1,062	1,013	-49
Local Government Employees	3,301	3,233	-68
Senior Management (Hay)	2,030	2,002	-28
Recruitment and Training	977	809	-168
Fire Allowances	539	514	-25
Employee Costs	19,477	19,089	-388
Property Maintenance	544	435	-109
Insurance	174	178	4
Energy Costs	282	232	-50
Cleaning	110	100	-10
Rents and Rates	403	403	0
Employee Costs	1,513	1,348	-165
Car and Cycle Allowances	131	109	-22
Vehicle Running Expenses	185	177	-8
Vehicle Insurance	111	124	13
Transport and Moveable Plant	427	410	-17
Office Expenses	377	304	-73
IT and Communications Equipment	1,139	1,030	-109
Fire Equipment	505	392	-113
Uniforms and Clothing	430	352	-78
Other Supplies and Services	2,080	1,264	-816
Supplies and Services	4,531	3,342	-1,189
Debt Charges	2,838	2,894	56
External Interest	-80	-107	-27
Capital Financing	2,758	2,787	29
CONTROLLABLE EXPENDITURE	28,706	26,976	-1,730
Other Income	-424	-457	-33
Other Government Grants	-99	-121	-22
Controllable Income	-523	-578	-55
NET CONTROLLABLE EXPENDITURE	28,183	26,398	-1,785
Pensions - Lump Sums	446	562	116
Operational Fire Budget	3,207	3,214	7
Safety-Netted Expenditure	3,653	3,776	123
NET EXPENDITURE	31,836	30,174	-1,662
Grant/Precept Income	-30,549	-30,500	49
Transfers to/from earmarked reserves	-1,287	-962	325
Contributions	-31,836	-31,462	374
Contribution to General Reserve	0	-1,288	-1,288

NOTE: Income is shown as negative figure, expenditure as positive figure

Key Issues

The primary reasons for the controllable elements of expenditure being under spent were:

- Pay costs were on target with only minor variations from the budget
- Savings in recruitment and agency spending resulting from stringent vacancy monitoring
- Savings in printing costs resulting from the introduction of new printing equipment and increased use of web based publications
- Building and IT expenditure being carried forward to 2011/12 due to work in progress at the year end.
- Rescheduling of payments from 2010/11 to 2011/12 on the Parkside Redevelopment Project to reflect the revised project timetable has resulted in an underspending on other supplies and services
- A detailed options appraisal of IT investment needs including the identification of the cost savings and increased benefits that could result from procuring and developing selected technology collaboratively with a number of other fire and rescue services has resulted in a decision to delay spending in this area to maximise value for money.

The money that was under-spent has been used to help finance capital spending and reduce our borrowing requirement.

What do we own?

Our assets include:

Buildings

Fire headquarters and fire stations	29
Staff houses	5
Total	34

Vehicles and Plant

Fire engines	41
Combined Aerial Rescue Appliances (CARAs)	2
Turntable ladders	2
Rescue vehicles	3
Other special appliances	9
Reserve and training appliances	6
Other vehicles	117
Total	166

(As of March 2011)



Capital Spending

During the year the Authority:

- Purchased 59 vehicles within its fleet at a cost of £1.6m
- Undertook equipment and IT projects totalling £203,000
- Carried out building improvements totalling £826,000



How our performance compares nationally

Until 2010 fire services were assessed as part of the Comprehensive Area Assessment (CAA) of local public services in England. It examined how well councils were working together with other public services to meet the needs of the people they serve. In June 2010, the Government announced the abolition of the CAA process.

Following its demise, we felt it was essential that we had an independent assessment of our progress against our priorities. This assessment was undertaken by the Audit Commission who reviewed documents and interviewed key people across the Service.

Their main conclusions found that:

- CFRS has made good progress in implementing and delivering priorities. This is making Cambridgeshire a safer place for residents and visitors.
- Outcomes for the public have improved. Targeted intervention has reduced fires in high risk areas and response times and standards have been reviewed to better align with local risks.
- Many of the building blocks put into place over the last two years are now delivering improvement.
- The leadership team is well regarded and is taking action to help ensure it is able to deliver priorities in a more constrained financial environment.
- It is positive that the Service has taken a lead in some partnerships in Cambridgeshire. The further development of robust arrangements to evaluate the effectiveness and efficiency of partnerships will be important to ensure best use of scarce resources.
- Capacity is being developed to enable sustained improvement. The Service is working hard to use its staff effectively and the Authority is committed to investing in leadership development.

In addition to this, the Service requested an Operational Assessment peer review (Op/A). This review is the Service's self assessment into the delivery of frontline services. The assessment is challenged by a team of peers from other fire and rescue services to ensure that it is an accurate representation of our improvements, that we are aware of the areas we need to improve and that we have plans in place to make these improvements.

The peer review took place in November 2010 and was based on seven key areas of service delivery:

- | | |
|--|----------------------------|
| ■ Community risk management | ■ Prevention |
| ■ Protection | ■ Response |
| ■ Health and safety | ■ Training and development |
| ■ Call management and incident support | |

In addition we also asked them to look at three cross cutting themes:

- | | |
|--------------------------|--------------------------------|
| ■ Leadership | ■ Our approach to partnerships |
| ■ Performance management | |

The Peer Assessment Team recognised the following key strengths of the Service:

- Significant improvement over the past three years
- Well performing and operationally effective service
- A key partner
- Positive culture of openness and involvement
- A joined up business like approach that is delivering improvements across the Service
- Commitment to understanding and reducing risks faced by diverse communities
- Good and effective use of performance information to drive activity
- Strong approach to directing resources to those most at risk
- Excellent operational equipment
- Effective cross border working
- Pursuit of British Standard 18001 (Health & Safety) gives the Service clarity of focus and organisation of documentation
- Good evidence of incident ground performance being gathered, analysed and acted upon
- Strong focus on leadership and development and high quality training being delivered by the Training Centre
- Effective call management arrangements

Planning for the future



National Agenda and Challenges

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

CFRS is the cheapest fire and rescue Service, per head of population, in the country, and despite being a small local authority, still faces many of the challenges other larger counterparts face:

- Working effectively with our partners to deliver local priorities that best meet the needs of local communities

- Meeting the requirements of Central Government's comprehensive spending review which has resulted in the Service losing £1.4 million from its budget in the coming financial year (2011/12) and a further £440,000 in year 2012/13. The real challenges will come in 2013/14 and 2014/15 when it is expected that the gap between available financial resources and projected spend will be an additional £900,000 and £1.58 million respectively. This may be more if the Government changes the formula it uses to distribute funding to fire and rescue services, and if inflation remains as high as it currently is. Therefore we also need to plan for a further £2 million of cuts on top of this, making a total of up to £6 million over the next four years. You can read more about our plans to find the required savings on our website www.cambsfire.gov.uk by clicking on the 'Budget cuts' tab on the left hand side

- Measuring our success through good performance monitoring and management

In addition to the challenge of significant national and local initiatives, we still have to ensure the people of Cambridgeshire and Peterborough receive a high quality, value for money fire and rescue service. Our reduction in government grant funding for the period 2011–2013 was 12.58 per cent.

The Service planning framework has been developed to demonstrate the links between the National Framework for fire and rescue services, our Service vision and strategic aims, and risk management processes.

The Service maintains a rolling five year Blueprint which provides a statement of the outcomes that stakeholders can expect from the Service at the end of each year, for the next five years, contributing towards achieving excellence in the four strategic aims (outlined on page 9).

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

- National Framework

- Integrated Risk Management Plan (IRMP)

- CFRS strategies

- Partnership agreements

- General consultation

- Legislation

- Audit and corporate assurance

Internally and externally identified risks are captured and fed into the risk management planning process to enable informed decisions to be made about what the Service needs to do to reduce the risks in the areas deemed to be a high priority.

The process incorporates a review of performance over the last five years in key areas of prevention, protection and response to enable clear targets to be set for how we aim to further improve operational performance.

The **Integrated Risk Management Plan (IRMP)** is a public facing document which covers a five year period, and represents the latest evolution of the IRMP process for Cambridgeshire and Peterborough. It reviews the Service's progress to date and highlights initiatives that may be explored to further improve the



quality of operational service provision and to further reduce the level of risk in the community.

The outputs from the IRMP are fed through to the Blueprint which is used to identify the projects and strategic priorities that need to be undertaken to help the Service achieve its vision and strategic aims.

INTEGRATED RISK MANAGEMENT PLAN

Prevention

We are committed to:

- Reducing the likelihood of fires and RTCs from occurring
- Minimising the preventable loss of life and injury arising from fires and RTCs
- Targeting our resources to people and communities most at risk
- Increasing the amount of time spent on prevention activities

We will set ourselves challenging objectives:

- By 2014/15 we will reduce the number of fatal and non-fatal casualties in primary fires by 5 per cent from 151 to 143
- By 2014/15 we will reduce the number of accidental fires in the home by 5 per cent from 432 to 410
- By 2014/15 we will reduce the number of arson fires by 10 per cent from 802 to 722
- By 2014/15 we will reduce the number of people killed or seriously injured in RTCs by 10 per cent from 477 to 429

Protection

We are committed to:

- Reducing the likelihood of fires occurring in non-domestic premises
- Minimising the preventable loss of life and injury arising from fires in non domestic premises
- Reducing the adverse physical, environmental and financial effects from fires in non-domestic premises

- Reducing the occurrence of unwanted fire signals (false automatic fire alarms)

- Increasing the amount of time spent on protection activities

We will set ourselves challenging objectives:

- By 2014/15 we will reduce the number of accidental fires in non-domestic properties by 20%, from 291 to 233
- By 2014/15 we will reduce the number of unwanted fires signals by 33% from around 150 per 1,000 non-domestic premises to 100 per 1,000 non-domestic premises

Response

We are committed to:

- Arriving quickly and safely at emergencies with the right resources, dealing effectively with the situation and minimising preventable losses

continued >



- Developing a clear performance framework and sharing performance achievements with staff with a view to driving operational and community safety excellence

- Increasing the availability and productivity of wholtime staff in an informed manner to ensure that efficient and effective use of resources is achieved whilst maintaining the health, safety and welfare of staff

- Increasing the availability and productivity of Retained Duty System (RDS) staff in an informed manner to ensure that efficient and effective use of resources is achieved whilst maintaining the health, safety and welfare of staff

We will set ourselves challenging objectives:

- By 2014/15 we will respond to the most serious incidents within an average of
 - **9 minutes** and on at least 95 per cent of occasions within **18 minutes** for the **first pumping appliance** in attendance
 - **12 minutes** and on at least 95 per cent of occasions within **25 minutes** for the **second pumping appliance** in attendance

- By 2014/15 we will increase retained availability from 83 per cent to 90%

- By 2014/15 we will reduce wholtime uniformed sickness levels from 7.4 shifts/ days lost per person in 2008/09 to 6.0

CORPORATE PRIORITIES 2011/12

- Successful delivery of Service Redesign projects to enable the Service to continue towards its vision by ensuring that the impact of cuts on the Service Aims of Operational and Community Safety Excellence are minimised.

- To establish an effective temporary operational station at Coldhams Lane to ensure continuity of operational Service while Parkside Fire Station in Cambridge is redeveloped

- To establish an effective fire control service in partnership with Suffolk Fire and Rescue Service

- To evidence continuous improvements in service delivery

The corporate priorities feed through District and Group plans, right down to specific team plans and individual objectives agreed with staff in their annual appraisal meeting.

The following list is the business development projects being managed during 2011/12:

- **Completion of Improvement of Retained Duty System Project** - to further improve the retained duty system and to introduce innovative approaches to make effective use of available resources

- **Integrated HR/Payroll System Project** - to enable the effective management of people resources through an Integrated HR/Payroll system by improving associated systems and processes to meet the current and future business requirements of all stakeholder functions, and drive out efficiencies

- **Completion of Geographical Information System (GIS) Replacement** - to understand the user requirements for the GIS system; to improve provision of timely accurate incident mapping and analysis and to make this information available to all users from their own desktop

- **Middleware** - to transform internal business processes through system automation to increase the speed of processes and the capacity of the organisation. The integration of systems via a middleware solution will reduce the need to purchase additional standalone systems and promote the culture of 'single data entry, multiple data use'

In addition, under the Capital Build Programme the following project will continue:

- **Parkside Redevelopment Project**





Tell us what you think



We would very much welcome any comments you may have about this document to help us improve the way we report back to you on what we have done and what we plan to do. We would be very grateful if you could take the time to provide us with any comments and send them to us at the address below. Alternatively you can share your thoughts via email at feedback@cambsfire.gov.uk, via our website www.cambsfire.gov.uk through the 'contact us' section, or post a message on our Facebook page.

Question 1

Did you find this Annual Report useful? What did you like / dislike?

.....

.....

.....

.....

Question 2

Did you find the report easy to follow? If not how could we improve the layout and presentation of the information?

.....

.....

.....

.....

Question 3

What other information would you like us to include?

.....

.....

.....

.....

Question 4

Do you have any other comments as to how we can improve the Annual Report in future years?

.....

.....

.....

.....

Thank you for your time

