

## Service Plan 2021-2025

### Report of the Chief Fire Officer

For further information about this report please contact Rod Hammerton, Chief Fire Officer, on 01743 260201 or Simon Hardiman, Assistant Chief Fire Officer (Corporate Services), on 01743 260196.

### 1 Purpose of Report

This report updates the Committee on the latest position regarding the Service Plan 2021-2025.

### 2 Recommendation

The Committee is asked to:

- a) Note the draft Four Year Action Plan; and
- b) Agree that the Service Plan 2021-2025 will be presented to the Fire Authority at its meeting in June 2021.

### 3 Background

Work is currently ongoing regarding the development of the Service Plan 2021-2025.

Due to the workloads related to the Service's recent move into supporting additional Covid-19 activities, such as supporting vaccination centres, ambulance driving and Lateral Flow Testing, the Service Plan 2021-2025 is still in draft form and is still being developed.

The intention is for the Service Plan 2021-2025 to be the strategic bridging document between the Community Risk Management Plan (CRMP) "Making Shropshire Safer" and the Annual Plan and Departmental Plans. As such, it will be an internally focussed document designed to give high level direction on how the Service intends to use its culture to deliver organisational improvement and better outcomes for its communities.

The document will be finalised, and ready to be presented to the Fire Authority at meeting in June 2021. After which it will be published internally.

In the interim the Service is confident it will be able to maintain its momentum using the Four Year Action Plan, attached to the report as an appendix.

#### **4 Proposed Service Plan 2021-2025 Format**

The proposed Service Plan includes:

- The Service's Vision, Purpose, Core Values and Aims
- Service performance measures
- The Four Year Action Plan – this sets out what the Service intends to do over the four-year period. The Action Plan is updated annually to reflect emerging themes and their priorities.
- Strategic Direction – culture and Workplace Charter
- Governance; financial planning; strategic planning process (Service Transformation) and legal requirements.

#### **5 Conclusions**

The Committee is asked to note the draft Four Year Action Plan; and agree that the Service Plan 2021-25 will be presented to the Fire Authority at its meeting in June 2021.

#### **6 Capacity**

There are no capacity impacts arising from this report.

#### **7 Fire Alliance / Collaboration / Partnership Working**

This report does reference performance metrics, and this will be considered as part of the CRMP work stream within the Fire Alliance.

#### **8 Financial Implications**

There are no financial implications arising from this report.

#### **9 Legal Comment**

There are no legal implications arising from this report.

#### **10 Community Safety**

There are no community safety impacts arising from this report.

## **11 Environmental**

There are no environmental impacts arising from this report.

## **12 Equality Impact Assessment**

There are no equality or diversity implications arising from this report.  
An e-EQIA is not, therefore, required.

## **13 Health and Safety**

There are no health and safety impacts arising from this report.

## **14 Human Rights (including Data Protection)**

There are no human rights impacts arising from this report.

## **15 ICT**

There are no ICT impacts arising from this report.

## **16 Public Value / Service Delivery**

**Strategic Aim 4** - To deliver a fire and rescue service, which provides value for money for our community now and into the future.

## **17 Reputation**

There are no reputational impacts arising from this report.

## **18 Security**

There are no security impacts arising from this report.

## **19 Training**

There are no training impacts arising from this report.

## **20 Appendix**

Draft Four Year Action Plan

## **21 Background Papers**

There are no background papers associated with this report.

**The action plan is updated each year to reflect emerging themes and their priorities**

Description	Current Year	2022/23	2023/24	2024/25
	2021/22			
Develop the Service's culture to be more deliberately developmental, diverse and inclusive and intentionally innovative				
Undertake a review and deliver the changes to Shropshire's Retained Duty System for On-Call Fire Fighters				
Continue to build capacity and resilience through the alliance with Hereford and Worcester Fire and Rescue Service, focusing on procurement, ICT, Control and IRMP				
To review and reform the Service's Protection function to ensure relevant expertise and capacity is available to deliver against the Authority's statutory duties and any additional demands and responsibilities emanating from the Fire Safety Bill				
Improve service performance by learning from HMICFRS inspections to maintain or better the position of three "goods"				
Deliver the Telford Central redevelopment project				
Deliver the People Strategy to ensure that we attract, recruit, develop, retain, support and reward our employees to meet our future goals and aspirations				
Embed flexible working for operational staff and secure local agreements. (collective agreement)				
Continue review of Response Capability focusing on Rescue, Firefighting and Working at Height Capability, Redistribution of specialist assets, future PPE and National Operational Guidance. Including:				
• Restricted Access Provision				
• Water provision Foam, Environmental and BA Support Units				
• Firefighting technologies				
• Rescue capability				
• Working at Height				
• Command Support Unit				
• Future PPE & BA				

Description	Current Year			
	2021/22	2022/23	2023/24	2024/25
Evolve and adapt to the changing position of Covid through targeted working groups to deliver Restoration and Recovery of Service				
Use Learning from the Pandemic to develop and deliver Service improvements identified through the Restoration and Renewal Group				
Drive improvements using digital technology and embed effective change through the Service Transformation Board				
Make improvements in Environmental Performance, Station Security and Fitness Support Facilities through the refurbishment programme				
Reduce the organisation's environmental impact by including relevant aims and targets into all business plans and developing meaningful key performance indicators including number of primary fires and the number of fires confined to room of origin.				
Undertake a training facility review to determine the future needs of the Service				
Implement outcomes of the Training Facilities Review				
Continue to support the new Emergency Services Network (ESN)				
Undertake a Resource Deployment Review				
Increase Prevention capacity to target the changing rural risk to make Shropshire Safer				
Improve decision making and performance management through effective analysis and use of data				
Identify and adopt opportunities where volunteers can support the Service's CRMP objectives				