

## REPORT OF THE CHIEF FIRE OFFICER

# PERFORMANCE PLAN 2006 – 08 DIRECTION OF TRAVEL STATEMENTS PROGRESS UPDATE

### 1 Purpose of Report

To inform Members of progress to date against the Direction of Travel Statement contained within the 2006 – 08 Performance Plan.

### 2 Recommendations

Members are asked to:

- a) Note the contents of the report in respect of progress against the Direction of Travel Statements; and
- b) Decide on the reporting requirements relating to the Comprehensive Performance Assessment (CPA) Improvement Plan.

### 3 Background

Direction of Travel is an important element of the Audit Commission Performance Framework for Fire and Rescue Authorities. They aim to provide a statement on the Authority's improvement or deterioration since the baseline Fire and Rescue CPA categorisation in 2005.

In June 2006 the Fire Authority considered and approved the 2006 – 08 Performance Plan. Prior to that Strategy and Resources Committee at its May meeting approved the Direction of Travel statements contained within the Plan. Appendix A to this report provides an update on the information published within the Performance Plan.

### 4 CPA Improvement Plan

The Fire Authority's Performance Plan 2006 – 08 acts as the overarching strategic plan to deliver the improvements identified in the Authority's CPA Improvement Plan. Appendix B – CPA Improvement Planning for Shropshire and Wrekin Fire Authority – maps the identified weaknesses to the respective areas of the 2005 – 06 Performance Plan and gives an update on progress to August 2006.



The matrix highlights which objectives have been “Fully” completed or, where the objectives are ongoing, the relevant Departmental Business Plan into which they have been incorporated.

Members are asked to decide whether they wish to receive updates on progress against the CPA Improvement Plan.

## 5 Financial Implications

There are no direct financial implications arising from this report.

## 6 Legal Comment

The Local Government Act 1999 requires fire and rescue authorities to prepare an annual Performance Plan. This report records progress against the delivery of the Fire Authority’s Strategic Aims and Objectives.

## 7 Appendices

**Appendix A** Shropshire Fire and Rescue Service’s Strategic Aims and Corporate Objectives as detailed within the 2006 – 08 Performance Plan

**Appendix B** CPA Improvement Planning for Shropshire and Wrekin Fire Authority

## 8 Background Papers

### Shropshire and Wrekin Fire Authority:

Strategy and Resources Committee 13 March 2006 Report 5 – Performance Plan 2006-08

14 June 2006 Report 11 – Performance Plan

Performance Plan 2006-08

Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk), the implications are detailed within the report itself.

Balance Score Card		Integrated Risk Management Planning	
Business Continuity Planning		Legal	
Capacity		Member Involvement	
Civil Contingencies Act		National Framework	
Comprehensive Performance Assessment	*	Operational Assurance	
Equality and Diversity		Retained	
Efficiency Savings		Risk and Insurance	
Environmental		Staff	
Financial		Strategic Planning	*
Fire Control/Fire Link		West Midlands Regional Management Board	

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201 or Ged Edwards, Programme Manager, on 01743 260208.



## Shropshire Fire and Rescue Service’s Strategic Aims and Corporate Objectives as detailed within the 2006 – 08 Performance Plan

Strategic Aim	Corporate Objective	Direction of Travel			BVPI	Progress to date
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
1. Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community.	1. Reduce the incidence of deaths and injuries in the community	Community Safety activities in high risk areas	Expansion of Community Safety activities into all areas	Achievement of PSA targets	143 (i), (ii) 208	All Retained Duty System stations now trained in CFS work. First tranch of campaign to fit smoke detectors in rural areas complete.  Additional funding made available for further work.  Commitment to extend contract of Older Persons Officer.
	2. Contribute to the reduction of RTC	Working with partners locally to deliver small scale initiatives	Working to support partners in Telford and Shropshire to deliver RTC reduction initiatives	A leading RTC prevention player across the county	BVPI to be introduced	CFA Funding approval for instigation of RTC reduction policy.  Activity underway on Community education.
	3. Reduce the incidence of fires and false alarms	Engaging with business responsible for generating high levels of false alarms and engagement with at risk groups	Develop rural campaign of Fire Safety audits and introduction of CFOA RMFA policy	Communities taking ownership of fire prevention within their areas	142 (i), (ii), (iii), 146 (i), (ii), 149 (i), (ii), (iii), 206 (i), (ii), (iii), (iv) 209 (i), (ii), (iii)	Existing CFS works continue. Commitment through new business plans to work in partnership in local areas.  Second phase of HSRA's in rural areas imminent.
	4. Ensure the effective enforcement of fire safety legislation	Effective operation of Fire Precautions act and Workplace Regulations	Introduction of new fire safety regulations	All wholetime and retained stations carrying our business fire safety inspections	14 (Not obligatory to report on – under review from DCLG)	New database to identify risk being developed. All operational staff to be trained in 'short audit' by end of 2006.

Strategic Aim	Corporate Objective	Direction of Travel			BVPI	Progress to date
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
2. Protect life, property and the environment from fire and other emergencies	5. Ensure the provision of an appropriate risk based approach to fires	Implemented IRMP procedures in Shropshire	Mobilising procedures realigned to identified needs in Shropshire	An embedded process that regularly reviews and realigns the provision of resources against need within Shropshire	144 145	New Response standards are in now place and are being monitored.  Consideration on additional response standards is included in the next round of IRMP Consultation (August to November).
	6. Ensure the provision of an appropriate response to non-fire emergencies	Response to non fire emergencies based on standards of fire cover	All staff competent and equipped to deal with new threats	Rapid reaction to emerging risks		Work ongoing with the Local Resilience Forum.  Further development of new Rescue Tender underway.
	7. Minimise the effect of our intervention actions on the environment	Equipment and protocols for environmental protection provided and environmental awareness of crews raised	Establish a regional response with access to specialist advisors	Embedded environmental procedures which minimise the effects of our intervention actions		Ongoing Liaison with Environment Agency.
3. Secure the highest level of safety and welfare for all staff and Authority Members by providing effective leadership, training, equipment and systems of work	8. Maintain and improve the health, safety and welfare of all members and employees	Health and Safety procedures in place but further development needed	All staff actively manage risks in their environment	Aspire to achieve and champion ISO 180001	12 (i), (ii), 15 (i), (ii)	Responsibility for the monitoring of all health and safety matters has now been firmly placed with all Section, Station and Watch managers through the inclusion of a section on risk management in all business plans. A review of H&S training requirements is ongoing.
	9. Ensure that all members and employees are competent and able to perform their role	Training and developing identified needs for people are fulfilled for current	Integrating the development review process for employees and members	ISO 9000 accreditation for development activities		Ongoing, some in house training now being reviewed to ensure balance of input & assessment.

Strategic Aim	Corporate Objective	Direction of Travel			BVPI	Progress to date
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
		and future roles ITP accredited organisation	Implementing IPDS across organisation	IPDS fully integrated		Member development review process now 50% complete.  Work Place Development team have completed a full audit of all Individual Development Records
	10. Ensure the provision and availability of appropriate equipment, resources and supplier support.	A number of asset management plans are in place and used to guide investment decisions in support of IRMP	Deliver the equipment needs using national and regional procurement initiatives  ISO9000 accredited organisation	An embedded process that proactively reviews and realigns provision of resources to a dynamic environment	157	Role description of member champion drafted.  Revised standing orders approved and minor changes made to Brigade Orders.  Available national contracts distributed and assessed.  Backward looking AES prepared.
4. Provide a service that demonstrates quality and best value in service provision	11. Promote a partnership approach in pursuance of continuous improvement, having regard to a combination of economy, efficiency and effectiveness	Partnership established but no robust methodology for evaluation	Develop and implement a partnership strategy that adds value, encourages innovation and improves quality of service	Partnership strategy embedded within the organisation	8, 150	Brigade Partnership Strategy has been released and the Brigade Order issued.  The Partnership mtg on 9/8/06 risk assessed the priority partnerships.  Partnerships have been included on the Corporate risk register.  Electronic register in place.
	12. Ensure the provision of a service that meets the needs of the community	Implemented IRMP procedures	Implementation of new cost effective risk based standards	Maximise funding opportunities and efficiencies in order to offset the effect of service provision on local council tax	3, 5a, 5b	New Response standards for Fire and RTC's in place and being monitored. Fire Cover review for Telford completed with recommendations for change included in Draft Action Plan 2007/08.

Strategic Aim	Corporate Objective	Direction of Travel			BVPI	Progress to date
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
				payers		
	13. Ensure the effective management of performance and corporate risk	Corporate Risk Policy created. Performance monitoring against external targets	Embedding corporate risk management and development of disaster recovery and business continuity plans. Convergence of MIS and balanced scorecard to improve performance monitoring against locally determined performance measures	Fully implemented, tested and reviewed disaster recovery and business continuity plans. Performance is monitored to ensure that investment achieves the anticipated benefits		<p>Training for Policy Group members and Fire Authority members conducted during March and July 2006. Member Risk Champion nominated and liaison started with Head of Risk Management.</p> <p>Regular reporting to Policy Group, S&amp;R Committee and CFA.</p> <p>BCP plans completed with Risk Management Department.</p> <p>The views of Brigades within the region are being sought on developing the balanced scorecard approach to improve performance monitoring.</p>
	14. Reduce the environmental impact of our daily conduct	A first position statement and improvement plan written	Develop and achieve targets set in improvement plan	The position is recognised and registered under ISO14001:2004		Work carried out with Groundworks EMS to develop an environmental management system.
5. Provide a service committed to the highest levels of equality and fairness	15. Provide a fair and equitable service to the communities of Shropshire and other stakeholders	Service provision based on national standards	Integrated Risk Management Planning allows for the development of an equitable fire and service to all communities dependent on risk	To provide an equitable service that proactively reviews and realigns the provision of resources to a diverse and changing community	3, 17a, b	<p>Bi-lingual CFS Advocates being employed on a part-time basis.</p> <p>Contact being made with new BEM migrants into the county e.g. East Africans in Telford.</p>
	16. Provide a fair, equitable and dignified place of work for all	Training our managers in core management skills building effective	Improving internal communications, developing management	Having a working environment that champions mutual respect and dignity	2a, b 11 (i), (ii), (iii)	Supervisory Management Development programme is now confirmed and regional tenders are being reviewed.

Strategic Aim	Corporate Objective	Direction of Travel			BVPI	Progress to date
		2002-05 Development	2005-07 Advancement & Consolidation	2007-10 Excellence		
	employees and visitors	positive relationships with Representative Bodies and Cultural change	competence, experience and accountability, embedding our core values			Equality and Diversity briefings in Watches are ongoing.
	17. Seek to employ a workforce representative of the community that we serve.	Raising the profile of SFRS and the career opportunities within SFRS in the local community	Continuous monitoring and removal of barriers to the employment of persons' representative of all sections of the community	Employing a diverse, capable workforce representative of the community we serve	2a, b, 17a, b 16, 210	Taster sessions held in June 2006 for 'BME', Women and 'open to all'.  DDA implemented leading to increasing numbers of individual cases being considered at recruitment stage.



*Comprehensive Performance Assessment*

# CPA Improvement Planning for Shropshire and Wrekin Fire Authority

August 2006





## Shropshire and Wrekin Fire Authority Improvement Plan

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
Leadership and Priorities	Communication with hard to reach groups in the community	1. Work with partners to reduce the fire risk to vulnerable groups	G	Mike Ablitt	AA-8	1.3.2	This is an ongoing objective and will be monitored through the Community Safety Team Business Plan and related documents.
		2. Support community actions teams and other local groups to provide a community voice that allows participation in decision making	G	Mike Ablitt	AA-9	1.3.5	This is an ongoing objective and will be monitored through the Community Safety Team Business Plan and related documents.
		3. Work with partners to deal with relevant issues surrounding deprivation and social cohesion that lead to fires starting	S	Mike Ablitt	AA-8	1.3.7	This is an ongoing objective and will be monitored through the Community Safety Team Business Plan and related documents.
	Review and evaluation of partnership arrangements	1. Develop a robust partner and stakeholder strategy.	G	Ged Edwards	AA-7	4.10.5	This Objective is Fully complete.
A Balanced strategy	CFS action plan yet to be adopted – being developed	1. CS Strategy document out to consultation.	*1	Mike Ablitt	AA-8	*	The Safer Communities Core Strategy was developed and consulted upon internally. The strategy now sits within the Strategic Planning process and will be monitored through the Community Safety Team Business Plan and related documents.

<sup>1</sup> Not originally translated into one individual objective. See website link <http://www.shropshirefire.gov.uk/Docs/management/safer-communities/Core%20Safer%20Communities%20Strategy.pdf>

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
		2. Prevention 3 year Business Plan currently in progress.	G	Ged Edwards	AA-7	4.10.7	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
	Retained appetite for CFS still to be faulty exploited but clear plans in place	1. Retained BV Review	G	Jon Wagstaff	AA-11	3.7.12	Identified as an Authority Shared Priority and therefore incorporated into all Departmental Business Plans and monitored accordingly.  The Retained Review is now in the Implementation Stage.
Capacity: Governance & Mgmt	Formalised monitoring of code of governance issues	1. The authorities systems of internal control should be constantly monitored, reviewed and improved	B	Andy Johnson	AA-12	4.11.2	This Objective is Fully complete.
	Some key strategies are in the process of being written or in draft (fraud and corruption policy & ICT strategy)	1. The authorities systems of internal control should be constantly monitored, reviewed and improved	B	Andy Johnson	AA-12	4.11.2	This Objective is Fully complete.
		2. Develop and implement a long term IT/IS Strategy	B	Glyn Williams	AA-5	3.9.14	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
Capacity: Resources & value for money	No strategic approach to income generation	1. Develop/maintain long-term capital/revenue investment plans and consider alternative funding.	S	Keith Dixon	AA-3	3.9.6	This Objective is Fully complete.

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
	Reserve levels not based on a recent or systematic risk assessment	1. Manage the Fire Authority's strategic/financial planning process.	G	Ged Edwards	AA-7	4.10.7	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
		2. Develop & implement a 3, 5 & 10 year strategic plan.	G	Ged Edwards	AA-12	4.12.4	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
		3. Develop/maintain long-term capital/revenue investment plans and consider alternative funding.	S	Keith Dixon	AA-3	3.9.6	This Objective is Fully complete.
No medium term financial strategy in place to formalise financial planning		1. Develop/maintain long-term capital/revenue investment plans and consider alternative funding.	S	Keith Dixon	AA-3	3.9.6	This Objective is Fully complete.
		2. Develop & implement a 3, 5 & 10 year strategic plan.	G	Ged Edwards	AA-12	4.12.4	This is an ongoing objective and will be monitored through the Performance Department Business Plan.

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
Capacity: People	HR strategy still to be developed	1. Develop, with partners, an appropriate and effective regional HR strategy.	G	Lisa Vickers	AA-4	3.7.3	This is an ongoing objective and will be monitored through the HR Training and Development Department Business Plan.
	PADR not consistently applied across the organisation	1. Ensure that staff are developed according to their differing needs.	G	Dave Dickens/Yvonne Thayer	AA-13	3.8.1	This is an ongoing objective and will be monitored through the HR Training and Development Department Business Plan.
		2. Retained BV Review.	G	Jon Wagstaff	AA-11	3.7.12	Identified as an Authority Shared Priority and therefore incorporated into all Departmental Business Plans and monitored accordingly.  The Retained Review is now in the Implementation Stage.
		3. Ensure officers and members receive the training and support necessary to contribute fully towards WMRMB activities.	B	Steve Worrall	AA-10	4.10.12	This Objective is Fully complete.
	Shift patterns and working arrangements still to be reviewed	1. Explore and make use of alternative work patterns.	S	Lisa Vickers	AA-4	3.7.2	This is an ongoing objective and will be monitored through the HR Training and Development Department Business Plan.
		2. Ensure the provision of resources to meet identified needs.	G	Andy Johnson	AA-12	3.9.1	This is an ongoing objective and will be monitored through the Performance Department Business Plan.

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
Performance Mgmt	Risk management still developing	1. Develop and implement a corporate risk strategy.	B	Andy Johnson	AA-12	4.12.1	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
		2. Develop and implement a functional audit process	B	Ged Edwards	AA-7	4.11.11	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
Monitoring of support service objectives is not formalised	Monitoring of support service objectives is not formalised	1. Monitor and report upon the Fire Authority's Performance Plan.	G	Ged Edwards	AA-7	4.10.8	This Objective is Fully complete.
		2. Implement and monitor the Authority's CPA Improvement Plan	G	Ged Edwards	AA-7	4.10.9	This Objective is Fully complete.
		3. Continuously evaluate S&WFA's contribution towards the national Framework and WMRMB requirements.	G	Steve Worrall	AA-10	4.10.11	Identified as an Authority Shared Priority and therefore incorporated into all Departmental Business Plans and monitored accordingly.
Ach'ment of objectives	Local standards of fire cover not developed	1. Maintain an IRMP and produce and consult upon annual Action Plan.	G	Andy Johnson	AA-12	4.11.1	This Objective is Fully complete.

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
	Appetite for Home Risk Assessment work to be undertaken by retained, but currently at pilot stage in a limited area	1. Retained BV Review.	G	Jon Wagstaff	AA-11	3.7.12	Identified as an Authority Shared Priority and therefore incorporated into all Departmental Business Plans and monitored accordingly.  The Retained Review is now in the Implementation Stage.
Achievement of improvement	IRMP action plan 05/06 mainly work in progress – unlikely to deliver publicly noticeable change within reporting period	1. Maintain an IRMP and produce and consult upon annual Action Plan.	G	Andy Johnson	AA-12	4.11.1	This Objective is Fully complete.
		2. Ensure IRMP increases the shared use of resources e.g. aerials, officers, etc	G	Andy Johnson	AA-12	4.10.4	Finalising agreement with Hereford and Worcester for shared Gold Command cover.  Section 13 and 16 agreements being finalised with all surrounding Brigades including the provision of specialist appliances and officers.
	Lack of management of partnerships	1. Develop a robust partner and stakeholder strategy.	G	Ged Edwards	AA-7	4.10.5	This Objective is Fully complete.
Future plans	No longer term planning mechanisms yet in place	1. Develop & implement a 3, 5 and 10 year strategic plan.	G	Ged Edwards	AA-12	4.12.4	This is an ongoing objective and will be monitored through the Performance Department Business Plan.

CPA Theme	Identified Weakness	How Weakness will be addressed (Service Objectives)	Rank	Project Manager	PP 2005/6 Page no	Obj Ref No	Progress to August 2006
		2. Manage the Fire Authority's strategic/financial planning process	G	Ged Edwards	AA-7	4.10.7	This is an ongoing objective and will be monitored through the Performance Department Business Plan.
	Key plans yet to be formally mapped with national framework and IRMP – work in progress	1. Production of the Performance Plan	G	Ged Edwards	AA-12	4.12.4	This is an ongoing objective and will be monitored through the Performance Department Business Plan.